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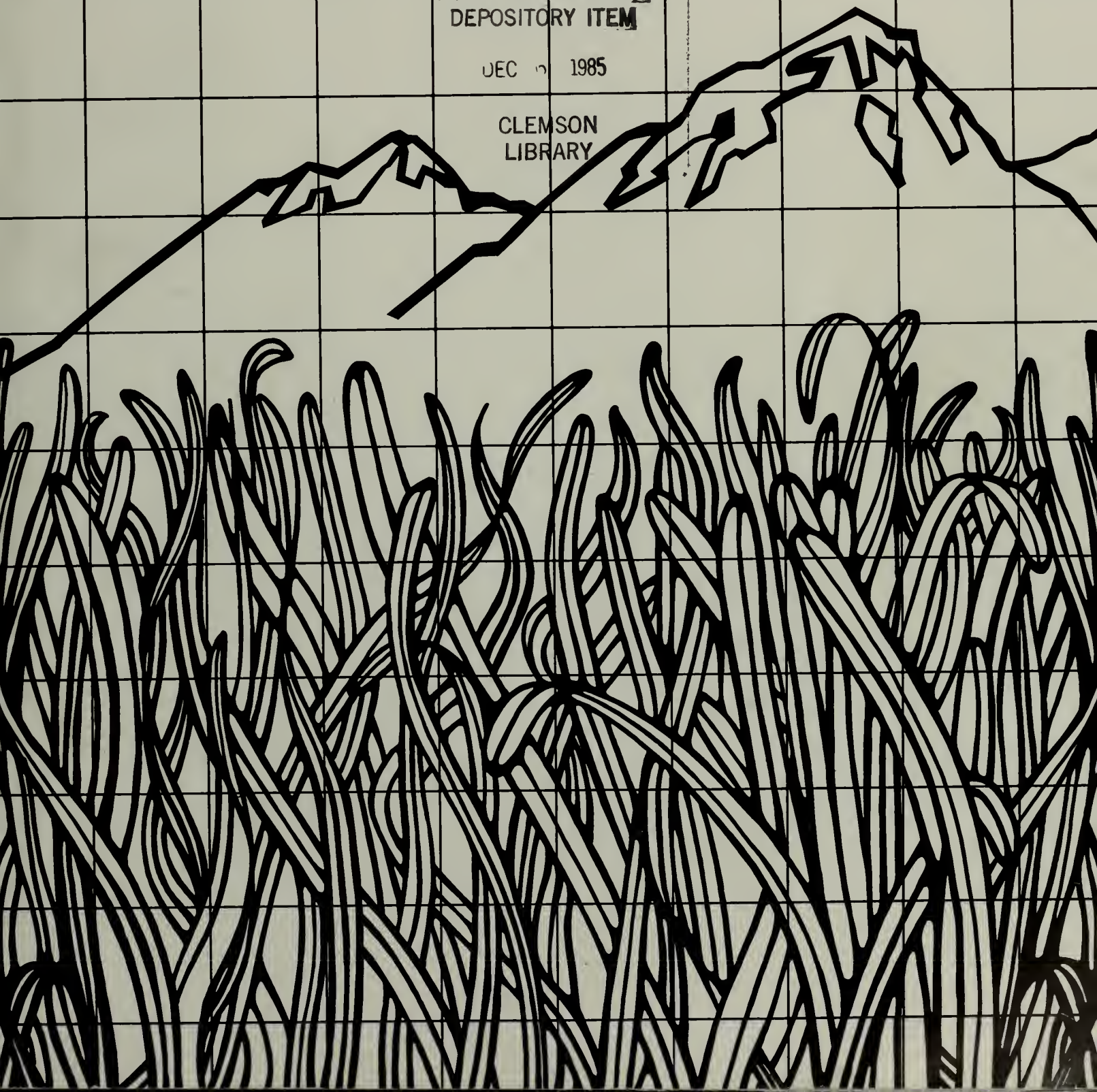



Administrative History: Organizational Structures of the National Park Service 1917 to 1985

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ADMINISTRATIVE HISTORY:
ORGANIZATIONAL STRUCTURES OF
THE NATIONAL PARK SERVICE
1917 to 1985

by
Russ Olsen

Administrative History: Organizational Structure of the
National Park Service--1917 to 1985

PREFACE

The following review of the organizational structure of the National Park Service from 1917 to 1985 looks at each Director's organizations and attempts to relate them to the attributes and thrusts of the eleven individuals who have been Director. It was not meant to be a scholarly study by any means--I would leave that to the historians. It was an outgrowth of an attempt to update the Washington Office list of "key" officials over the years for a publication that Harold Danz of the Rocky Mountain Region was working on. The background material was not available in one location, it was in many locations, not all of which were within the National Park Service. Unfortunately, something of this nature is never perfect. I would have preferred to have names in all the blocks, but records and memories could not come up with them. Perhaps as more see this document, it will elicit additions. Like any other project of this nature it involved many people. Terry Tesar, of the Administrative Services Division, who did a great deal of the collection of materials; Dave Nathanson and Tom DuRant, of Harpers Ferry Center, who provided materials from the National Park Service history collection; Ed Bearss and Barry Mackintosh, of the History Division, who were supportive and put up with reviewing the many drafts; retirees Howard Baker, George Palmer, and Herb Kahler, who reviewed in depth; Harold Danz, who started it all and who reviewed and commented; and the many others who offered comments, advice and encouragement; Jerry Buckbinder and Karl Esser, of the Administrative Services Division, who arranged for final drafting and typesetting; my own staff for putting up with me; and last but not least, Pat Moffat, my secretary, who typed the manuscript. To each my thanks.

Russ Olsen

September 1985

Organizational Structure--National Park Service--1917 to 1985

There have been many books, pamphlets, and articles written about the National Park Service over the years. All of them have dealt with the policies, practices, philosophies, and to some extent, the people as individuals who have influenced the Service and the National Park System. There has, however, not been anything that depicts the organizational structure, its growth, and/or the influence that people within the organization have had on the organization. What began as an agreement to update a listing of Washington Office key officials has expanded in an effort to put on paper the graphic organization over the years that will add to the continuing administrative history of the organization.

The Service has been called a "family organization." John Carver, a former Assistant Secretary, condemned the "mystique" of the Service. Both are evident when the organizational structural history is looked at from its beginning to the present. When reviewed along with literature such as The National Park Service by William C. Everhart, Parks, Politics and the People by Conrad L. Wirth, Family Tree of The National Park System by Ronald F. Lee, The National Parks: Shaping the System by Barry Mackintosh, Administrative History: Expansion of the National Park Service in the 1930's by Unrau & Williss, and America's National Parks and Their Keepers, by Ronald A. Foresta, it becomes very apparent that the organization and the people within it have had a profound influence on each other over the years. The sense of family and the mystique can be visually related to what has gone on over the past 68 years. Individuals who were in the organization in the early years continued through the 1940's, 1950's and 1960's. R. M. Holmes, who was the Chief Clerk in 1925, was still the Assistant Personnel Officer in 1938; Frank Kittredge, who was Chief Engineer in 1928, was the first Regional Director

of Region IV (Western), was Superintendent of Yosemite in 1942 and again Chief Engineer through 1952; Harold Bryant, who was Assistant Director, Research & Education in 1928, was Superintendent of Grand Canyon in the 1940's; Preston Patraw, an early Superintendent at Bryce and Zion, was Finance Officer in the 1940's; Howard Baker, a landscape architect in the early 1930's, Chief of Planning and Design in Omaha, and Regional Director in Omaha in the 1950's, retired as Associate Director in the late 1960's; Eivind Scoyen, Superintendent at several areas from the 1920's, retired as Associate Director in the mid-1960's, to mention a few. These people and many others molded and shaped those that followed. Fathers begat sons and daughters who have continued the "mystique" and furthered the family image. As examples, Benjamin Hadley, Superintendent, son Lawrence, Superintendent and Assistant Director; Daniel J. Tobin, Superintendent and Regional Director, sons, one at Yellowstone and Daniel Jr. (Jim), Superintendent, Deputy Regional Director, Associate Director and Regional Director; John Cook, Master Mechanic, son John Cook, Superintendent, grandson John Cook, Superintendent, Associate Director, and Regional Director; Gabriel Sovulewski, Park Supervisor, Yosemite, son-in-law Frank



Horace Albright, Conrad Wirth, and George Hartzog at the Grand Canyon in the 1960's discussing improvement through training at the dedication of the Horace M. Albright Training Center.

Ewing, Trail Foreman, and grandson Herbert Ewing, District Ranger; Fred Binnewies, Ranger, Superintendent, sons Robert and William, Superintendents. Many of the individuals prominent in the early organization are still alive and continue to have influence on the Service as it exists today. That factor was

emphasized to Director George B. Hartzog in the late 1960's by former Director Horace Albright after one of his yearly

inspection trips to Yellowstone. Albright, and indeed all retired employees, believe they retain the inalienable right to suggest ways of improving the operations of the National Park Service.

Although August 25, 1916, is recognized as the establishment date of the the National Park Service, it was not until May 16, 1917, with the appointment of Stephen T. Mather as Director, that a formal structure was established. From a simple beginning the Service has evolved into what is now a highly complex organizational structure. Stephen Mather's "family" organization has grown to an organization of interdependent groups having differing ways of accomplishing work, yet they are still interrelated subsystems of the whole. There is, however, a decided difference in the "family" of yesterday versus the "family" of today. The evolution of National Park Service organizational structure has been the result of both internal and external forces acting on the organization and the people within the organization. Organizational change occurs in all organizations (work, home, church, etc.). What one must consider is that specific actions to initiate organizational change are taken by people, and complex organizations being what they are, those at the head are the primary change agents.

Basically, there are two kinds of organization, formal and informal. The term formal, as it relates to organizational structure, refers only to the fact that those responsible for maintaining the existence of the organization can describe its form in language and symbols such as charts and manuals. An informal organization is that which is not documented or made a part of some sort of continuing record. Such organizational structure definition is not to be confused with how an organization accomplishes its work. The National Park Service has a long history of organizations that work through people moving up, down, or laterally, where "titles" and "report to's" mean little as long as the mission of the Service is or was accomplished.

What is interesting when one looks at the National Park Service organization charts over the years is:

- ° With the exception of new program thrusts, program additions or deletions, the organization has functioned with substantially the same supervisory structure.
- ° The formal structure, while exhibiting growth has basically remained the same.
- ° The organization was and is a social structure, although in the past several years the social aspects of the structure are far more apparent in the field and through the Employees and Alumni Association, the 1916 Society, and the National Park Service Wives Association.
- ° There is a line of continuity that stretches back to 1917. People remained a part of the organization for long periods of time.
- ° Organizations were developed around people.
- ° On the average, there has been some sort of organizational change every 22 months.

Since 1917, there have been periods of time where no formal documentation exists. There are, for example, no official, formally approved organization charts for 1917, 1918, 1920 through 1924, the mid-1940's, 1964, 1967, mid-1970, 1971, and 1982. A reason for this may be that prior to 1955, organizational approval was vested in the Director of the National Park Service. After 1954, organizational approval was held at the agency (Department of the Interior) level with the establishment of a Departmental Manual (the National Park Service portion of the Departmental Manual is Part 145). However, for the period 1916 to 1985 we were able to locate more than 55 examples of formal and informal descriptions of organizations from which it was possible to develop 38 organizational depictions. These sources ranged from National Archives documents to telephone directories.

As one looks at the organizational structure there have probably been no more than eight major changes in how the Service was organized to accomplish its mission. As examples, the following might be considered as major:

- ° First organization in 1917 (for obvious reasons).
- ° Establishment of program Assistant Directors in the 1920's.
- ° Effect of Executive Order 6166¹ and the Civilian Conservation Corps (CCC) program in the 1930's.
- ° The establishment of Regional Offices in the late 1930's.
- ° The establishment of centralized design and construction offices in the 1950's.
- ° The establishment of the Office of Archeology and Historic Preservation in the 1960's.
- ° The establishment of the Heritage Conservation and Recreation Service in the 1970's.
- ° The abolishment of the Heritage Conservation and Recreation Service in the 1980's.

Expressed as an opinion not substantiated by known fact, the remainder of the changes were more process changes or changes in flow as to who accomplished the business of the Service. In assessing and describing the organization, an hypothesis was drawn that an organization takes on the flavor of those individuals at the head of the organization. For example, Mather's interests revolved around the management of the parks, which was one of the reasons that Franklin Lane appointed him. His organizations were small central offices designed to meet

¹ Executive Order 6166 transferred 2 National Parks, 11 Military Parks, 10 Battlefield sites, 10 National Monuments, 3 miscellaneous memorials, and 11 National Cemeteries from the War Department to the Office of National Parks, Buildings and Reservations of the Department of the Interior.

necessary park needs. As there was a recognition of increased need, his apparent thrusts were to put the needs close to the parks.

In its beginnings (1917 through 1918), the Headquarters appears to have been a small policy and oversight office for the national parks and monuments, as well as a housekeeping function vested in a Chief Clerk who was responsible for routine bureau activities (personnel, mail and files, small purchases, and accounts). In 1919, Engineering and Landscape Engineering appeared as identifiable functions and were located in a series of offices on the West Coast (see chart #2, page 35). Location of offices in the west (in Los Angeles, California, in Portland, Oregon, in the Underwood Building in San Francisco, California, and on the Berkeley campus of the University of California) made sense, as prior to 1933 the majority of the national parks and monuments were west of the Mississippi River. If one traced the Design, Planning, and Construction functions they would date from this period. Although not showing up on an organizational chart until he replaced Daniel Hull, Thomas C. Vint was on board in the early 1920's. His influence on planning and design was to continue through the early 1960's and still continues today. Individuals who worked for Vint branched out over the years to become regional directors and park superintendents and to occupy other high level positions.

As the Service grew, by 1925 the importance of public relations and administration as we think of them in 1985, was reflected in the establishment of a function of Operations and Public Relations (as one reflects, Mather was considered by many to be a great salesman and many of his actions reflected this skill) headed by an Assistant in Operations and Public Relations (see (see chart #3, page 37). One should note that Administration, as it is known today, was titled Operations and it was not until 1951 that it was to become specifically titled an administrative

function. Arthur E. Demaray, after starting as a draftsman in 1917, was to become an Assistant Director, Associate Director, and Director in the course of a 34-year career with the National Park Service. What began as an investigative unit in 1925 and subsequently became Auditors of Park Operators (concessions) Accounts was what appears to be the genesis of the current Concessions Division. The early functional statement read: "Examine and audit the books of the public utilities which operate in the National



Arthur E. Demaray in the 1930's. From a historical viewpoint one of the most influential, tireless, behind-the-scenes National Park Service employees.

Parks and Monuments under franchises; obtain by independent investigation full details concerning operations and financial consideration of public operators; recommend changes in rates or services." Comparing this to this current functional statement there is little change except in language usage. C. L. Gable was in effect "Mr. Concessions" from 1925 to 1946. An education (natural history) unit or the beginnings of the Service interpretive program was also established in a California office on the University of California's Berkeley campus. By 1927 the Service had established its own legal function (see chart #5, page 41) that was to continue until the mid-1950's when all legal functions were consolidated in the Department of the Interior's Office of the Solicitor. In this 28-year period the Service was to have only two legal officers, George A. Moskey for 17 years and Jackson E. Price for 11 years. An interesting point is that for many years, well into the 1950's, the lawyers actually did all contractual work for the Service. Today,



George A. Moskey, the first National Park Service lawyer, 1927 to 1944.

in the late 1960's. This can be construed as family if one is so disposed, as functions moved out of the Service or were dropped anyone who wanted to stay with the Service did so. In 1928 the title of the Director's alter-ego position was changed from

from Assistant Director to Associate Director; the title did not change again until 1967 when it became Deputy Director. Arno B. Cammerer held this position from 1919 until he became Director in 1933. He then went on in 1940 to become Regional Director, Region I, Richmond, Virginia (now Southeast Region, Atlanta, Georgia). In 1928, there was organizational recognition that forestry was important when Education and Forestry became a combined organizational entity. When Education

procurement is an accepted part of the Administrative function.

Jackson Price went on to become an Assistant Director and a Regional Director before retiring



Jackson E. Price, the second and last lawyer on the Headquarters staff, was also an Assistant Director and Regional Director before he retired.

and Forestry were combined the functional statement read:
"Supervises museum construction and installation of exhibits;
forestry projects and fire prevention; carries on survey of
wildlife." This unit, if tracked through the organization, (see
chart #39, page 109) was the beginning of the resource management,
museum and exhibit productions, and ranger activities functions
as they exist today in the Division of Visitor Services, Harpers
Ferry Center, the Division of Biological Resources and the
National Park Service portion of the Boise Interagency Fire
Center.



*Director Albright's staff in the early 1930's. Front row L to R:
Arno B. Cammerer, Associate Director; Director Albright; Arthur E.
Demaray, Assistant Director, Operations; Isabelle Story, Editor;
Back Row L to R: Conrad L. Wirth, Assistant Director, Lands; R. M.
Holmes, Chief Clerk; Harold C. Bryant, Assistant Director, Research &
Education; George A. Moskey, Assistant Director, Use, Law & Regulation.*

By 1930 (see chart #7, page 45), the Headquarters office
had five well defined functional activities, four of which
were then or would come under Assistant Directors: Operations

(administrative functions), Legal, Research and Education, and Land Planning. A Chief Clerk handled the "housekeeping" function until 1931 when it was placed under Operations. A history function (see chart #8, page 47) appears for the first time under the Branch of Research and Education. By 1931 the administration of Southwestern National Monuments was a firmly entrenched management function. This may well have been the recognition, as the Service grew, that Washington could not directly administer every National Park Service area (see chart #8, page 47).

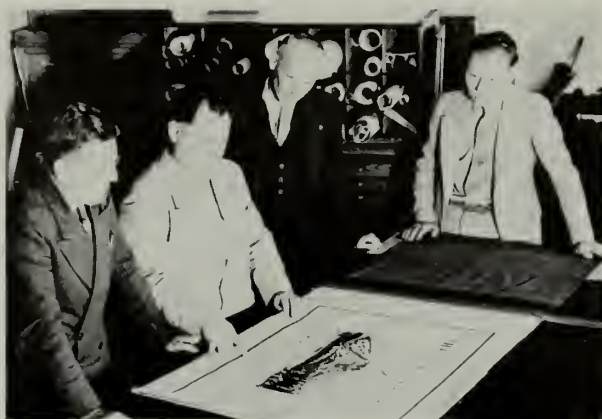
Mather and Albright, although differing personalities, were of like mind when it came to the national parks and the National Park Service. Both were expansionists and believed in use of the parks by people, which can be read into the organizational structure--everything for the parks and a small Headquarters office. Road building, museum construction, and interpretive exhibits for the visitor show up functionally. Cammerer, a career employee, was also expansionist, but was also a product of his times. He benefited from the Roosevelt Administration's decision to use the parks in the execution of its social and economic programs. His organizations reflect this growth and his long association with the bureaucracy. Functions were structured, management was orderly, and growth came to the Headquarters office; decentralization occurred throughout Cammerer's directorship.

As one looks at charts for 1933 and 1934 (see charts #10 & 11, pages 51 & 53) it is apparent that functionally the Service was becoming more specialized. The CCC functions, although not specifically mentioned, were in a Recreational Land Planning unit under Conrad L. Wirth who was subsequently to become Associate Director and Director. Although not appearing on any formal chart, the decentralization of the CCC program and the decentralization of the Planning and Design functions into Eastern and Western Divisions with district offices (see chart #11, page 53)

may well have been the genesis of the thinking to establish Regional Offices. The late 1934 organization (see chart #11, page 53) clearly reflects Executive Order 6166 and the



Verne E. Chatelain, First National Park Service Historian and Assistant Director, Historic Sites & Buildings.

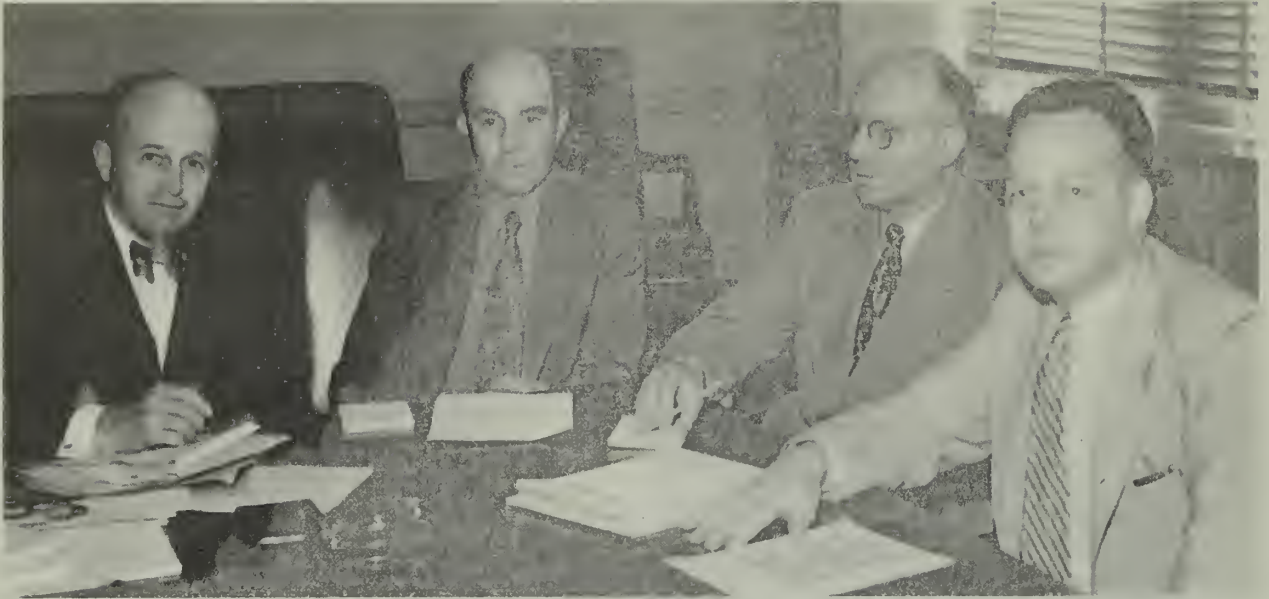


Thomas Vint in the Planning and Design Office.

needs of the organization to accommodate its increased functions or responsibilities. History achieved Branch status in 1935 with a supervising Assistant Director (see chart #12, page 55).

The organization formally approved in October 1938¹ (see chart #15, page 61) did two things. It established a new way of of managing by creating Regional Offices. Additionally, for whatever reason--internal politics or external politics or perhaps even a power struggle or, as suggested by George Palmer, a major funding problem--all Assistant Director positions were abolished. The Conrad Wirths, Hillory Tolsons, Ronald Lees, etc, all became Supervisors of functions. It was not until July of 1943 (see chart #17, page 65) that Hillory Tolson would again become an Assistant Director in the Chicago office

¹ In actuality the Regional Offices were set up in late 1937 but not formally charted until 1938. S. Herbert Evison vividly recalls that on June 1, 1936, an office was established in Richmond, Virginia, that was the "pattern office" for other Regional Offices established in 1937.



The first Regional Directors from L to R: Frank Kittredge, Region IV, San Francisco, California; Thomas Allen, Region II, Omaha, Nebraska; Herbert Maier, Region III, Santa Fe, New Mexico; Carl Russell, Region I, Richmond, Virginia.

where the Service Headquarters was moved to during World War II, and it was not until 1949 (see chart #20, page 71) that an additional Assistant Director position for Conrad Wirth was again created. Newton Drury, although of the same era and same school system (University of California, Berkeley) as Horace Albright and Lawrence Merriam (Regional Director, Omaha, Nebraska, and San Francisco, California), was restrained by his stringent sense of bureaucratic propriety. Characterized as a "died in the wool purist," he espoused a caretaker role for the National Park Service as well as minimal development. He did not like the rough and tumble politics of Washington, which did not do either him or the Service any good. His preservation philosophy during the war years did serve the Service well as he was able to keep the Army and Navy from running away with the parks. Several historians view that even though Mr. Drury was constrained by the war years his administration was a clear shift of emphasis from that of Mather, Albright and Cammerer. It perhaps initiated a reversal from which the Service has never totally recovered as its functions became more diverse.



Newton B. Drury, the fourth National Park Service Director, being sworn in August 20, 1940. L to R: Under Secretary Wirtz; Floyd Dotson, Chief Clerk, Department of the Interior; Director Drury; Secretary Harold Ickes.

His handling of the Echo Park Dam controversy in Dinosaur National Monument was divisive to the organization's external support.

An interesting organization was that in the Chicago office during the World War II years (see chart #17, page 65). Arthur Demaray as Associate Director remained in Washington while Director Drury and Assistant Director Tolson relocated to Chicago with the Headquarters office. Mr. Demaray remained in Washington because he was apparently the only experienced Congressional liaison person who could defend the Service's funding requests. It would appear that Mr. Tolson ran the day-to-day operations of the Service during this period. Organizationally, Branches were still the major entity with Divisions as a sub-unit, yet three Divisions and the Chief Clerk (appearing again after a 5-year lapse) reported to the Director's office. One would have to make the assumption that Finance, Personnel, Safety, and the Chief Clerk reported directly to Mr. Tolson who, by this time, had complete control of the administrative process of the



Hillory A. Tolson.

organization while, at the same time, having direct influence over every other aspect of the Service's mission.

An interesting sidelight: Regional Directors were moving between Regions and Washington Branches. A cadre of long-term Regional Directors was becoming apparent with Thomas Allen, Lawrence Merriam, and Minor Tillotson. By 1946, Mr. Vint had become "Mr. D&C" with the combination of his Branch with the Branch of Engineering

into a new Branch of Development (see chart #18 page 67). Concessions as a Division had emerged--looking at the timeframes this may well have been the organizational response to visitors again coming to the parks after the wartime hiatus. From a functional standpoint there were units for Planning & Design (Development), Lands, Concessions, Natural History, and Forestry which would eventually become Ranger Services.

It became clear in the 1948 organization that this structure clearly delineated who did what at the Directorate level. The Director (Mr. Drury) held to himself the Legal and Public Relations functions; at the time these were the areas that were important to Mr. Drury. The Associate Director was responsible for Lands & Recreation Planning, Development (Design and Construction), and Public Services. Assistant Director Tolson was responsible for administration, and some of the functions that would eventually become a part of today's operational directorate functions. When Newton Drury left as Director,

Arthur Demaray was appointed Director; however, he had already informed the Secretary of his intentions to retire by year's end and the supposition can be made that the Directorship was a reward for long and faithful service to the organization. Mr. Demaray was an extremely popular Assistant and Associate Director, had an exceptional memory, was practical, and was apparently outstanding in his appearances at legislative and budget hearings. Ben Thompson, in a National Park Service Courier article, extolled Arthur Demaray's role in the development of the Service and the National Park System. His knowledge of the budget was such that he would testify before the appropriations committee from memory with his budget book unopened on the table in front of him. It was quite clear that with the appointment of Conrad Wirth as Associate Director he was the heir apparent. The Demaray organization of May 1951 (see chart #21, page 73) bears this out. It was in reality the first Wirth organization. There was again a clear division of duties. Hillory Tolson had all the administrative functions and forestry, the Associate (Mr. Wirth) had Design and Construction, Lands, and Concessions, his personal interests, and Ronald Lee had the remainder. Many of Mr. Wirth's key advisors were in positions of influence. If you were to look closely at the 1933-34 CCC organization you would note that Mr. Wirth's "cabinet" consisted of largely the same people who were with him there. When Mr. Wirth became Director in December of 1951 the Directorate was organized with the Director and three Assistant Directors (see chart #22, page 75). Again, if one relates the personality of a Director to the organization, Mr. Wirth's organizations reflected his background as a landscape architect and a planner. Philosophically, Wirth was more akin to the earlier Directors. He was a use-oriented Director. Mission 66, promoting park improvement, access, and use, clearly bears this out. It has been said that Mission 66 was in part the completion of Mr. Wirth's CCC program for the Service that was interrupted by World War II. One hundred and fourteen visitor centers were built, the in-Service training centers



A typical Mission 66 project in the Pacific Northwest.



The Stephen T. Mather Training Center, Harpers Ferry, West Virginia, and the Horace M. Albright Training Center, Grand Canyon National Park, Arizona, both Mission 66 projects.

(Mather and Albright) were built, and reservoir-based recreation was developed. Where Drury had good relationships with the conservation groups, Wirth had poor relationships and, unlike

Mather and Albright, as a career civil servant, he did not have the business type associations for support of the Service as they did. His advisors had similar backgrounds or were former CCC staff from that period in his career for which he was recognized as a capable administrator. As an aside, a certain amount of influence was also exerted by Mr. Wirth's carpool of the late 1950's and early 1960's, which consisted of Raymond Freeman (who would be a Deputy Director under Hartzog), William Bahlman (who was Mr. Wirth's organizational advisor), Edwin Kenner (who was Chief of Maintenance), and Sidney Kennedy (who was a planner). Each of these individuals had positions of influence in the organization. The Design & Construction function reported directly to the Director--a clear indication of the relationship between Vint and Wirth.



Lemuel A. (Lon) Garrison, Chief, Branch of Conservation & Protection, the field rangers' Washington Office representative.

With the September 1954 organization (see chart #23, page 77), Administration was to become a cohesive unit and Operations as a functional entity formally began (the Branch of Conservation and Protection under Lemuel Garrison was the field rangers' Washington Office representative). This organization also consolidated Mr. Vint's influence over Design & Construction with the establishment of Field Design offices and the

removal of the planning, design, and construction activities from the Regional Offices.

By 1956 and with the establishment of the Mission 66 program of park renewal (a particular interest of the Director),

Mr. Wirth apparently felt he needed assistance in running the organization and re-established the Associate Director's position (see chart #24, page 79). He filled it with an experienced park superintendent, Eivind T. Scoyen, who, although not appearing on previous organization charts, had been a superintendent with increasing responsibilities in park management since the 1920's. Perhaps this was the beginning of a recognition that there was a Washington Office bureaucracy and a field bureaucracy that needed to be melded together. This dichotomy exists today and each succeeding Director has struggled with an appropriate balance. In this same organization a new regional office in Philadelphia was established.

Although people moved in and out of Washington, there was a hard-core of continuity of Branch/Division chiefs with long term varied Headquarters

experience (Thomas Vint, Design & Construction; S. Herbert Evison, Information & State Cooperation; Charles Richey, Lands; Donald Lee, Lands & Concessions; Ronald Lee, History & Operations; Herbert Kahler, History; Hillory Tolson, Administration & Operations; Frank Ahern, Safety; John Doerr, Natural History & Interpretation; and Lawrence Cook, Forestry & Ranger Activities).



Ronald F. Lee & John Doerr, two long term Washington Office employees.

The organizations of the late 1950's and early 1960's were not particularly distinctive (see charts #23 & #24, pages 77 & 79). Maintenance appeared as an organizational entity as did formal recognition of the ranger role with the establishment of a Division of Ranger Activities reporting directly to the Director. The 1957 organization (see chart #25 page 81) reflects the push

and pull between Washington and the Field as well as any organizational structure up to this point Administration was Administration, Design and Construction influence over the physical and projected appearance of the parks was never stronger. The Mission 66 staff through William Carnes had strong ties to earlier Design and Construction relationships, his personal relationship with Thomas Vint going back to the early 1930's. Interpretation under Ronald Lee (a historian) and Daniel Beard (an interpreter of natural history, and first superintendent of Everglades National Park) had a strong influence over the historical and eastern parks. Recreation Resources Planning, or the "planners of the future," were former staff in the CCC program under Mr. Wirth. Apparently, the creation of the Ranger Activities Division (see chart #25, page 81) reporting to the Director was clear recognition that "the uniformed ranger was entitled to a Washington Office voice." Lawrence Cook, as Division Chief, sat on the Superintendent Selection Committee of the period.

In the late 1950's the Service made an attempt to create a sixth Regional Office in St. Louis, Missouri, even to the extent of appointing a Regional Director, John S. McLaughlin. The



The "six" Regional Directors, L to R: Howard Baker, Region II, Omaha, Nebraska; Elbert Cox, Region I, Richmond, Virginia; Lawrence Merriam, Region IV, San Francisco, California; Minor Tillotson, Region III, Santa Fe, New Mexico; John McLaughlin; Daniel J. Tobin, Region V, Philadelphia, Pennsylvania.

Department, however, would not formally approve and in the words of Howard Baker, "the idea died before it was born."

The December 1961 organization restructured to five Assistant Directors: Administration; Conservation, Interpretation and Use (Operations); Public Affairs; Resource Planning; and Design & Construction (see chart #26, page 83). One might note that for all the years that Thomas Vint was a major force within the Service it was not until one month before he retired in 1961 that Design & Construction was upgraded to an Assistant Directorship and was then subsequently filled by A. Clark Stratton, a manager, not a Design and Planning professional.

There were personal relationship problems with this organization; the Lands Division moved back under Operations rather than Administration and Safety moved back under Administration rather than Operations--both for conflict reasons. Additionally, the Assistant Director, Public Affairs, was not particularly pleased with what he supervised based on his perception of his skills and talents. Resolution of this quasi-problem did not occur for four years and the subsequent reorganization.

1964 saw the beginning of the Hartzog Directorate, organizationally and Systematically a period of change and expansion (see charts #27-31, pages 85-93). In his nine years as Director there were seven changes to the organization--the Associate Directors' title changed to Deputy Director, there were Associate Directors and Assistant Directors, there was a period of two Deputy Directors and at one point in time there were three Deputy Directors and everyone's title was "Director of." The external history program was established. National Capital Parks, headed by Russell Dickenson as General Superintendent, reported to an Office of National Capital and Urban Affairs headed by Theodor Swem in the Washington Office for a short period of time. Personnel and Programming & Budget reported directly to the Director. It was not until Mr. Hartzog was

replaced in December of 1972 that the organization returned to a more staid traditional structure.

It would be wrong to say that the organizations under Director Hartzog did not work--they did. However, they were a good reflection of his management style and his use of people. As one reviews the charts and tracks the people, it is evident that the organizations were oriented around people who could keep pace with the Director's mind and stamina. Mr. Hartzog's organizations are a good example of titles that meant nothing



Johannes E. N. Jensen.

to the people. Take, for example, Johannes Jensen who came into the Service (recruited by Hartzog) as Chief of the Construction Division, then Assistant Director Design and Construction, then Associate Director, Planning and Development, then Associate Director, Professional Services, and finally, as Assistant Director, Service Center Operations (Denver); yet through most of the Hartzog years was a key advisor to the Director.

Harthon "Spud" Bill was a sole Deputy Director, shared responsibility with one other Deputy Director, and before he retired shared responsibility with two other Deputy Directors; yet during the entire period he occupied the "traditional" number two's office with direct access to the Director. Administration fluctuated between an Office and an Associate Directorship and, rather interestingly, at any given point in time there were no more than two career National Park Service employees in positions of responsibility within the administrative organization. Hartzog went outside the organization for his administrative

types. The external historic preservation programs and the scientific programs took on a "life" of their own. Law enforcement became a visible entity (see chart #31, page 93) headed by professional U.S. Park Police officers, some of whom would subsequently go on to become Chiefs of the Park Police, all this in response to several riot or near riot incidents in the early 1970's.

With the appointment of Ronald Walker, a non-park professional, via the external political process as Director, the Service returned to a well structured more formal organization (see chart #33, page 97). There was an expansion of Regional Offices from seven to nine based on the administration's (President Richard M. Nixon's) philosophy of decentralizing decision making to regional cities. During the Walker years the Deputy Director (Russell Dickenson) ran the day-to-day operations of the Service and the organizational structure tended to be a combination of highly structured "republicanized" thinking coupled with National Park Service pragmatism.

Gary Everhardt's organization of May 1976 once again moved the budget process from administration to reporting directly to the Director; Training became a separate division; the Advisory Council for Historic Preservation became an independent agency; and there was a clear distinction between in-house history and archeology and the external historical and archeological programs (see chart #34, page 99). The emphasis or prominence of Alaska became apparent with the establishment of an Assistant to the Director, Alaska. The use of "Assistants to" over the years emphasized a program's importance for a period of time; i.e., Arthur Demaray as an "Assistant to" which then became a functional area, William Briggles as an "Assistant to" for the Centennial Celebration which then disappeared, and also an "Assistant to" for Alaska which would in December of 1980 become a Regional Director. Both Everhardt's and Whalen's

organizations could be characterized by large numbers of Offices reporting to the Director.

The major organizational change under Whalen was created by the establishment of a separate Heritage Conservation and Recreation Service which combined the National Park Service's external Historic Preservation programs with Interior's Bureau of Outdoor Recreation. The Bureau of Outdoor Recreation (BOR) in its establishment in the early 1960's had also been an off-shoot of the Service. The new bureau was to be short-lived, however, and all of its functions were returned to the Service and are reflected in the organization of June 1981.

Of all the Directors, Everhardt and Whalen could probably be best described as becoming more technology-oriented. Where Everhardt came from a strong engineering and maintenance background Whalen came from an educational counseling background (his first National Park Service job was as a guidance counselor in the Job Corps program). He (Whalen) was a use-oriented Director with an emphasis on urban-type social programs. Both were young men without a well established external or internal political base from which to draw upon, both tinkered little with the organization, and both dealt with selected individuals of like mind for advice (Everhardt had William Briggles; Whalen had Richard Curry). Walker, Everhardt, and Whalen were Directors of short term compared to their predecessors. There were many single interest external influences on the rise; thus, the politics of being Director left little time for developing organizations that "set a course" or that expressed to a large degree the individuality or personality of a Director.

When Mr. Dickenson became Director it was his predilection to stabilize the Service. As a former Deputy Director, Regional Director, and Washington Office employee he was interested in conciliation and compromise with a strong emphasis on decentralized management and operations. His organizations were based

on a single Deputy Director, then two Deputy Directors (one a non-park professional and also a political appointee) and finally a single Deputy (the non-park professional). His organization was strongly influenced by economics and saw consolidation of like functions under fewer management levels (see charts #37 & #38, pages 105 & 107).

In May 1985, William Penn Mott became the twelfth Director of the National Park Service. Although a professional park manager Mr. Mott's career was not with the Service. Although it is too soon to make judgments or predictions, there is some indication there will be a blurring of the classifications preservation or use-oriented. There is some indication that he will be use-oriented in the urban or population density areas and preservation oriented as it relates to the traditional or one-of-a-kind ecosystem parks.

It is somewhat apparent that Director Mott will take a high profile approach to the Directorship. The energy and enthusiasm shown to date might well be construed as a kinship with Mather, Albright, and Hartzog. The press appears to feel that he (Mr. Mott) may be willing to confront whatever problems the system might have and be willing to make unpopular decisions. His imprint on the organization is, however, yet to be seen.

The process of developing an organizational structure has become over the last 15 years a cumbersome process. A formal organizational change takes a minimum of three months, some have taken a year or more and some are never formally approved. Several organizations that actually functioned fall into this category (charts #30 & #31, pages 91 & 93).

Organizations are not necessarily developed solely for program needs. One should realize that many times organizations are developed around personalities and personal relationships. For example, where the establishment of the Associate Director

position in the October 1956 organization can be viewed as an organizational need related to Director Wirth's implementation of Mission 66, the creation of an organization with three Deputy Directors in 1971 does not have a programmatic basis. The differences between the two organizations are clear examples of organizational/personal need as perceived by the Director of the moment. Due to style and background one appears as an organizational need, the other a personality based need. This is not to say that one or the other organization is not good, but rather to point out that those at the head are the change agents and that organizations are developed around program needs and/or personalities, that organizations do reflect the background, personality, and style of the Director and that Directors establish organizations which in their minds are the best ways to accomplish the business of the Service.

The final two charts (#39 & #40, pages 109 & 117) trace the organizational development of the administrative function from its Chief Clerk roots in 1919, and the Ranger, Naturalist, and Historian park related functions from their 1925 base in the Education (Natural History) Branch under Ansel Hall. Perhaps these two depictions show more about the growth of the Service from a simple organization to a complex organization of interdependent, interrelated subsystems of the whole than any of the organizational charts.

These charts attempt to follow two segments of the organization from their inception during the early years. Administration which dates back to the first Chief Clerk and Resource Management & Interpretation which dates to the Education Branch established in 1925. If one actually follows the "time line" one can see more about what has philosophically happened within the organization. Such a review may lend credence to the statement "everything changes, yet nothing is changed." If one follows from 1925 it is possible to watch the ebb and flow of the organization as forestry (ranger activities) and history spin off, go their

own way for a period of time, history and natural history combine for another period of time, and see in 1985 that ranger activities and interpretation are combined in Visitor Services, and history and museums are separate under their own Associate Director. The Administrative chart shows total organizational growth in terms of support services needed--from a Chief Clerk who did everything to today's organization where the major functions have become highly technical specialities from budget formulation to budget execution, procurement to property management to personnel management, et. al.

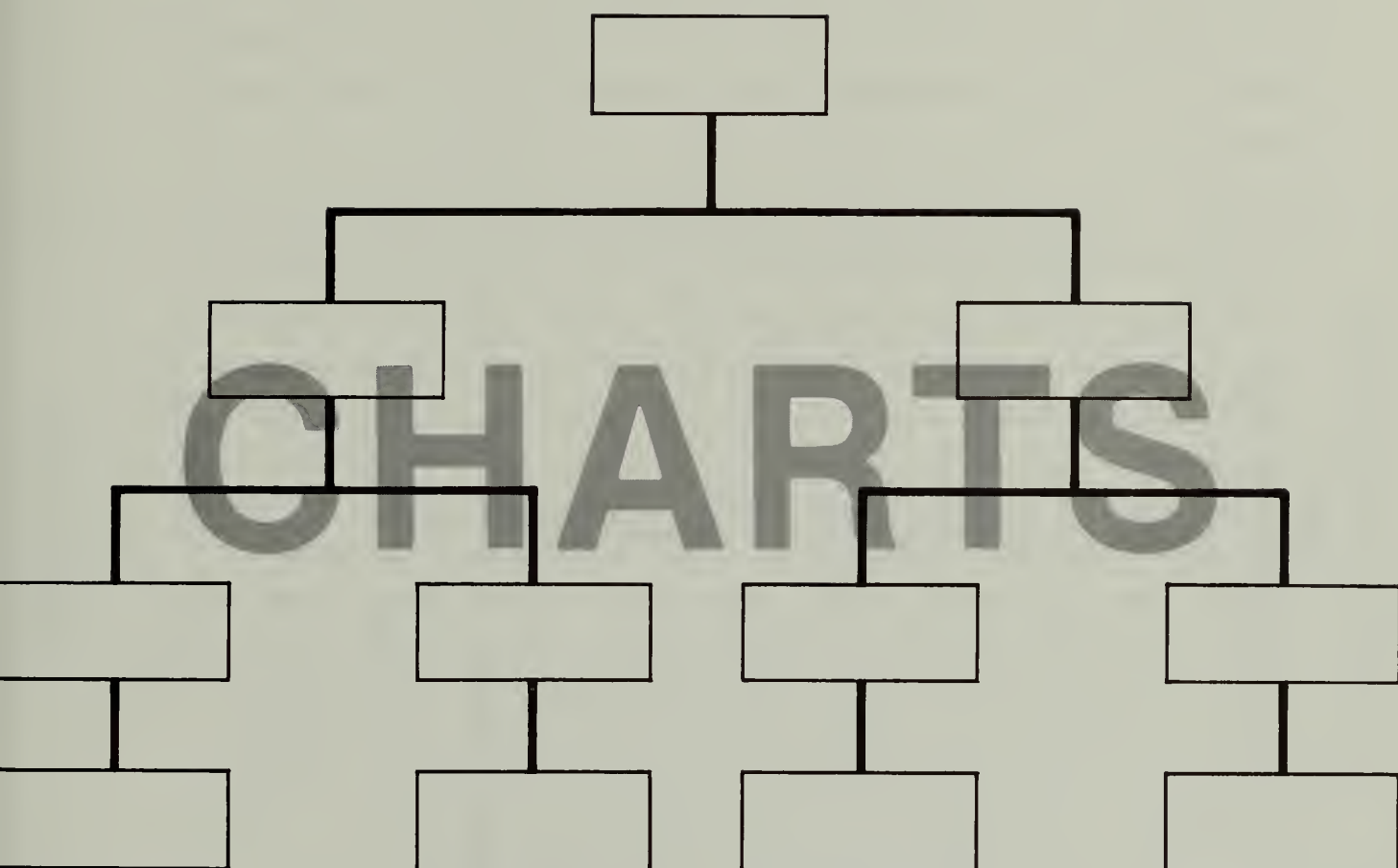


CHART 1

In the early years of the Service there were no formal organization charts developed. There were personnel listings from which it was possible to develop functional organizational layouts. This first chart depicts more how the six people in the organization related one to the other than it does to any headquarters function. As one begins to look at the organizational growth from 1917 to 1985, it might be well to consider the first and the last for a moment. The legislation that established the Service, approved on August 25, 1916 (39 Stat 535), authorized a Director to be paid at \$4,500 per year, an Assistant Director to be paid \$2,500 per year, a Chief Clerk to be paid \$2,000 per year, a draftsman to be paid \$1,800 per year, a messenger to be paid \$600 per year, and additionally authorized other staff in Washington, DC at a cost not to exceed \$8,100 per year. Total salary cost of the Washington Office by simple addition could not exceed \$19,500. The first organization had six people. Compare in your mind these six people to 1985's approximately 825, and the \$19,500 (expanded to allow for current inflation, this would be \$270,000) to 1985's \$29,568,000. As of August 25, 1916, 14 National Parks, 21 National Monuments, Hot Springs Reservation, and Casa Grande ruins were to be administered by the Service. One National Park and one Monument were added in 1917. Just this brief comparison will give one an indication of growth.

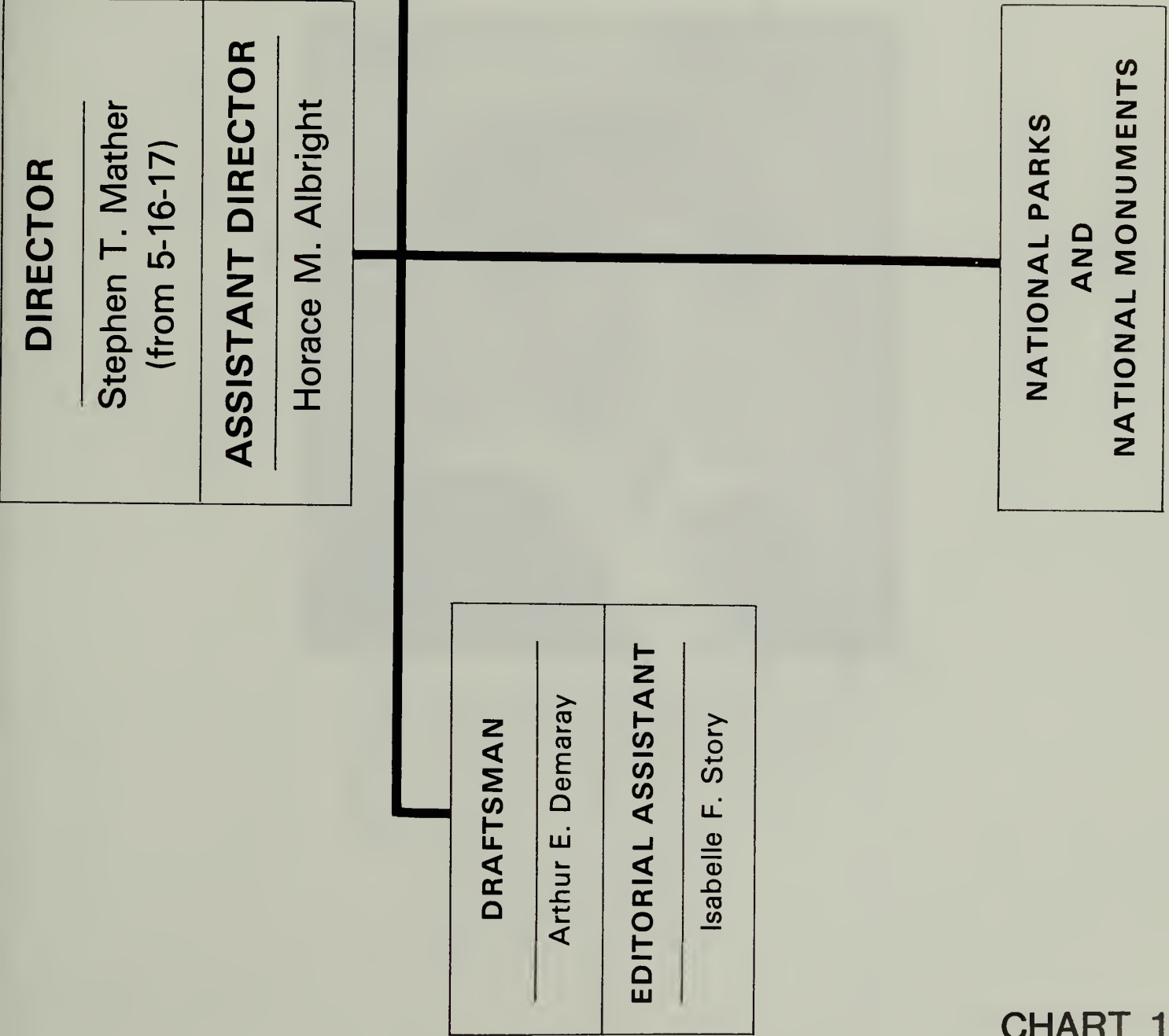


CHART 1

CHART 2

This chart shows the creation of two new functions; Engineering and Landscape Engineering as field entities. Engineering was located in Portland, Oregon, where it remained until 1926, and Landscape Engineering which was apparently first located in Yosemite National Park, and then moved to Los Angeles, California, in 1923. The number of areas administered had increased to 44 by the end of 1919.



An early photograph of Isabelle Story, the first Information Officer of the National Park Service. She retired in 1956.

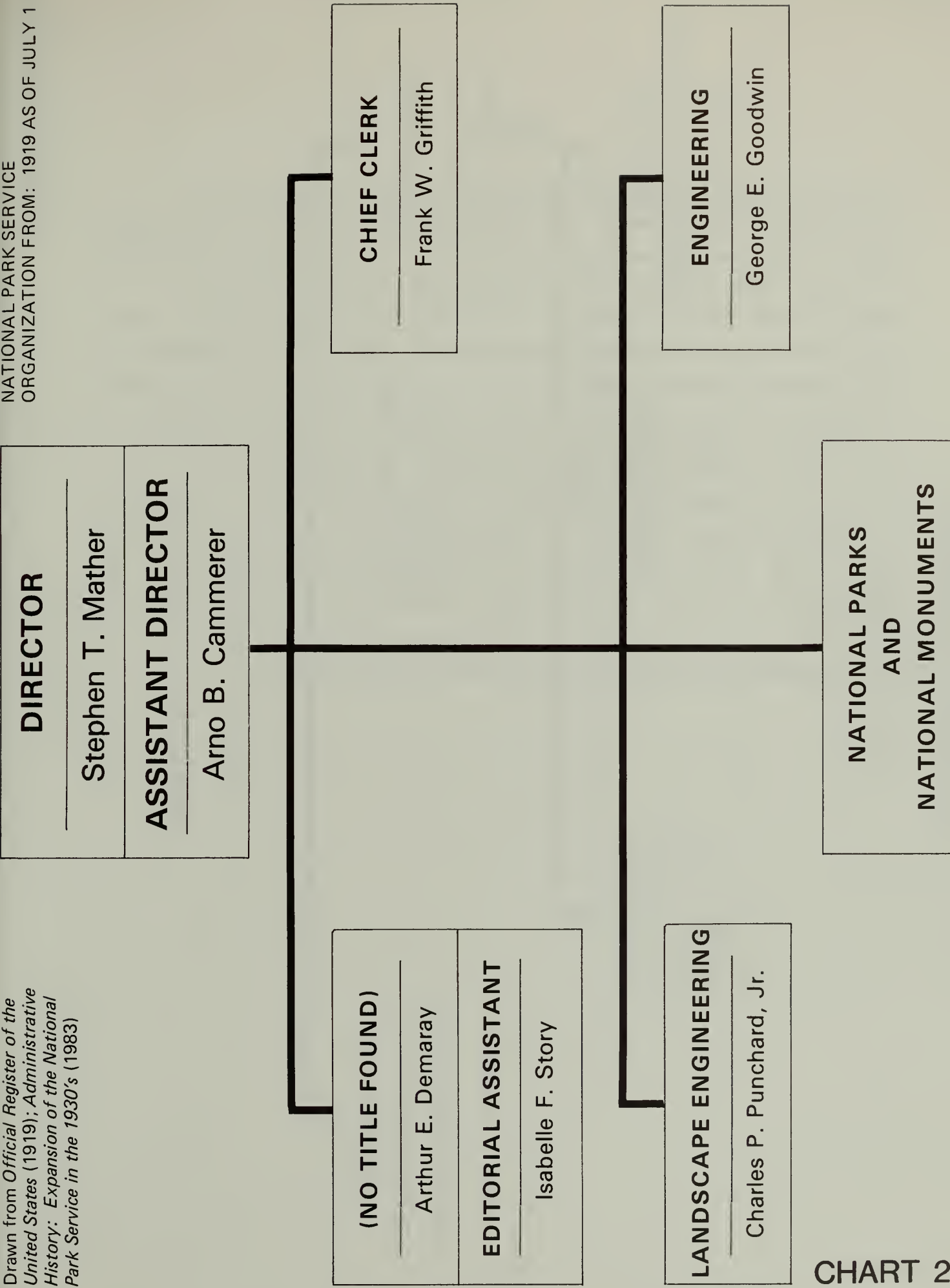


CHART 2

CHART 3

The chart shows the establishment of two new functions; an investigative function in the Washington Office with an Assistant Chief. This was an audit unit/function for the franchised public utilities (concessions) and an education (natural history) function that was the progenitor of the ranger, naturalist, and park system related history functions of 1985. The landscape architectural function was still in Los Angeles, California, the education function was on the University of California campus in Berkeley, California, and the engineering function was by this time in Yellowstone National Park. There also was an Assistant in Operations and Public Relations function established in the Washington Office. Mr. Demaray filled this position, and one is able to see his growth in the developing organization. There were 54 diverse areas in the system by the end of 1925.

Drawn from Official Register of the United States (1925); Administrative History: Expansion of the National Park Service in the 1930's (1983)

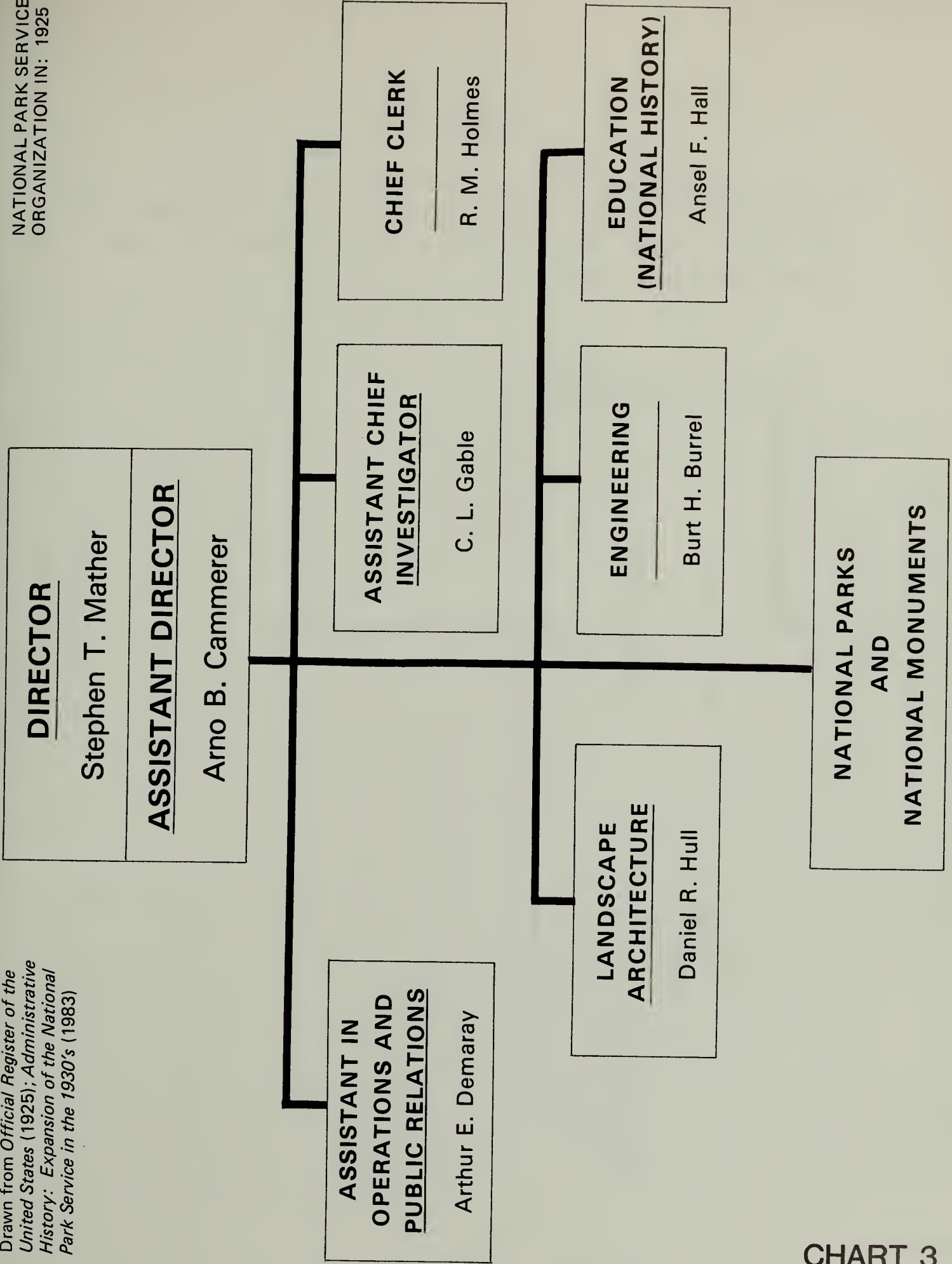


CHART 3

CHART 4

The chart is basically the same as Chart number 3, however, the investigator (audit) unit was deleted for an unknown reason. It did, however, appear again in 1927 retitled as Auditors, Park Operators Accounts (Field).

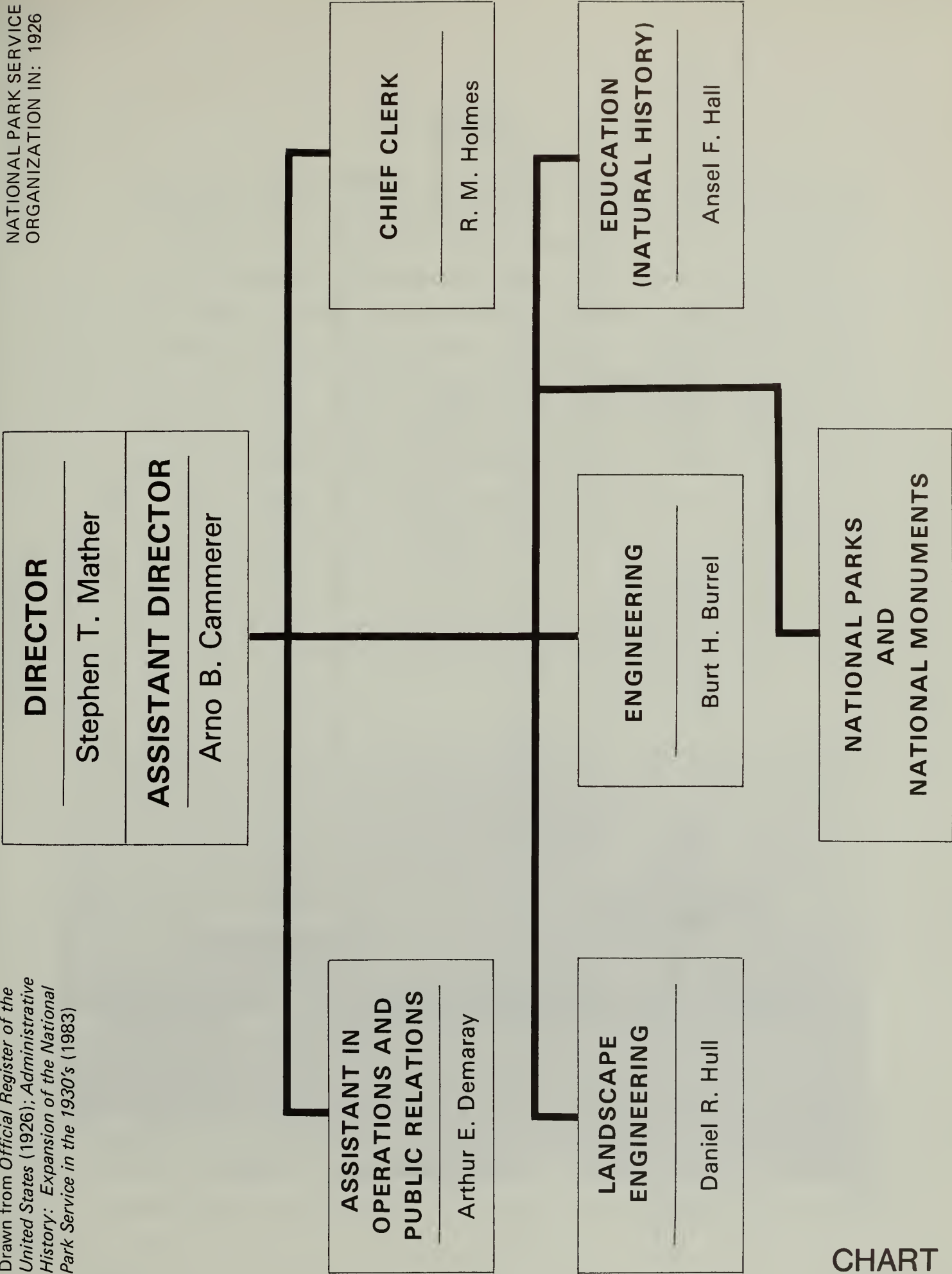


CHART 4

CHART 5

A legal function was charted for the first time with George Moskey as the law officer. The engineering and landscape engineering functions moved to San Francisco, California towards the end of 1927. The Southwestern Monuments group was established (charted), with Frank M. (Boss) Pinkley as Superintendent. As an aside, anyone who gets the chance should read, "Boss" Pinkley's Ruminations, a compendium of his monthly reports last published in 1959. One would have to draw the conclusion that the Washington Office realized that it could not directly manage all of the growing number of areas. An Assistant Director (Field) is established. The Superintendent of Yellowstone, Horace Albright, is assigned this collateral duty. This is another indication that Director Mather and Assistant Director Cammerer could not personally handle all matters outside of Washington in what was by this time a ten year old still growing organization.



Casa Grande National Monument and Frank M. (Boss) Pinkley, Superintendent, Southwestern Monuments (circa 1930).

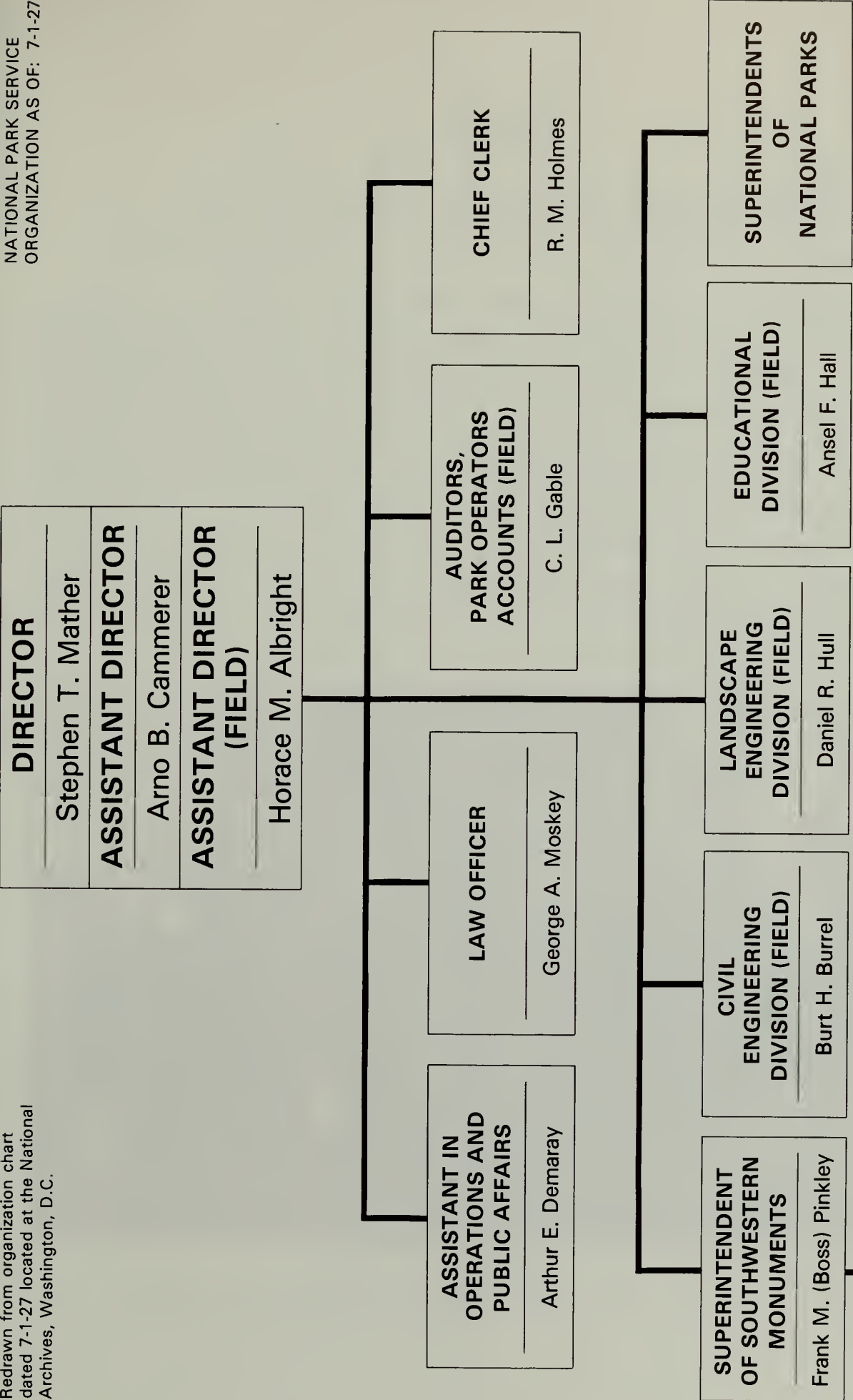


CHART 6

The alter-ego position was retitled Associate Director. Functional branches were established with Assistants to the Director for Operations, Law, and Lands. Washington B. Lewis, Superintendent of Yosemite, fills the Lands position. A field headquarters shows up on this chart. From all that can be pieced together this was not an actual organization but a hypothetical one to show a separation of the Washington headquarters functions from those functions in the field. Howard Baker recollects that each "Field" function was autonomous and each was in a separate building in the San Francisco, California, Bay area. Forestry was recognized as a function with the creation of an Education and Forestry Branch under Ansel Hall, who was the Chief Forester. John Coffman was hired as the Fire Control expert. He was to remain with the headquarters office until 1951.



*The Education & Forestry staff in Berkeley, California.
Front row L to R: Mr. Yeager, Carl Russell, Ansel Hall, Mr. Harwell.
Back row L to R: Mr. Brakman, John Coffman, Mr. Bean and Mr. McKee.*

Drawn from *Official Registers of the United States* (1928); *Administrative History: Expansion of the National Park Service in the 1930's* (1983); and *Parks, Politics and the People* by C. L. Wirth (1980)

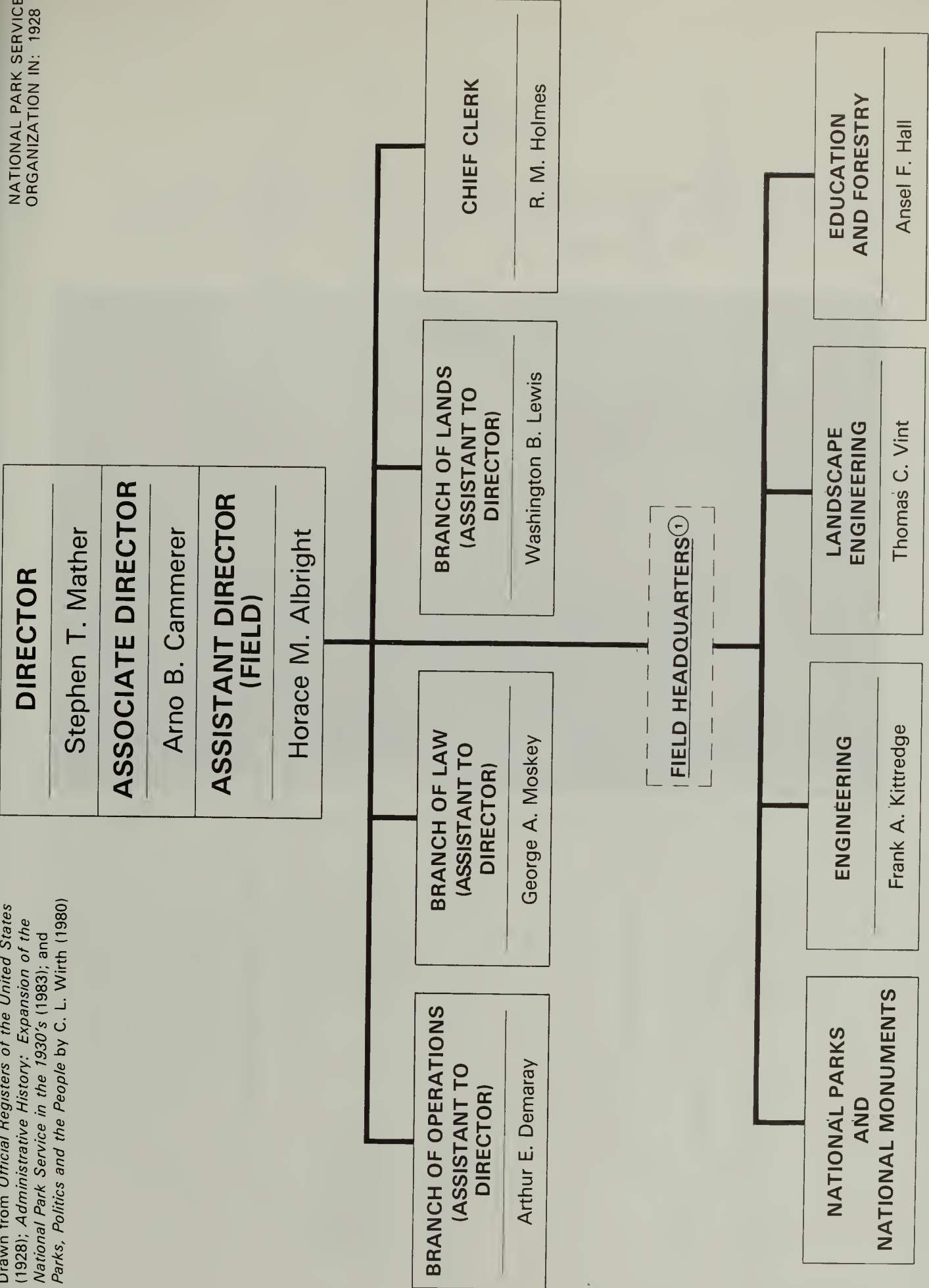


CHART 6

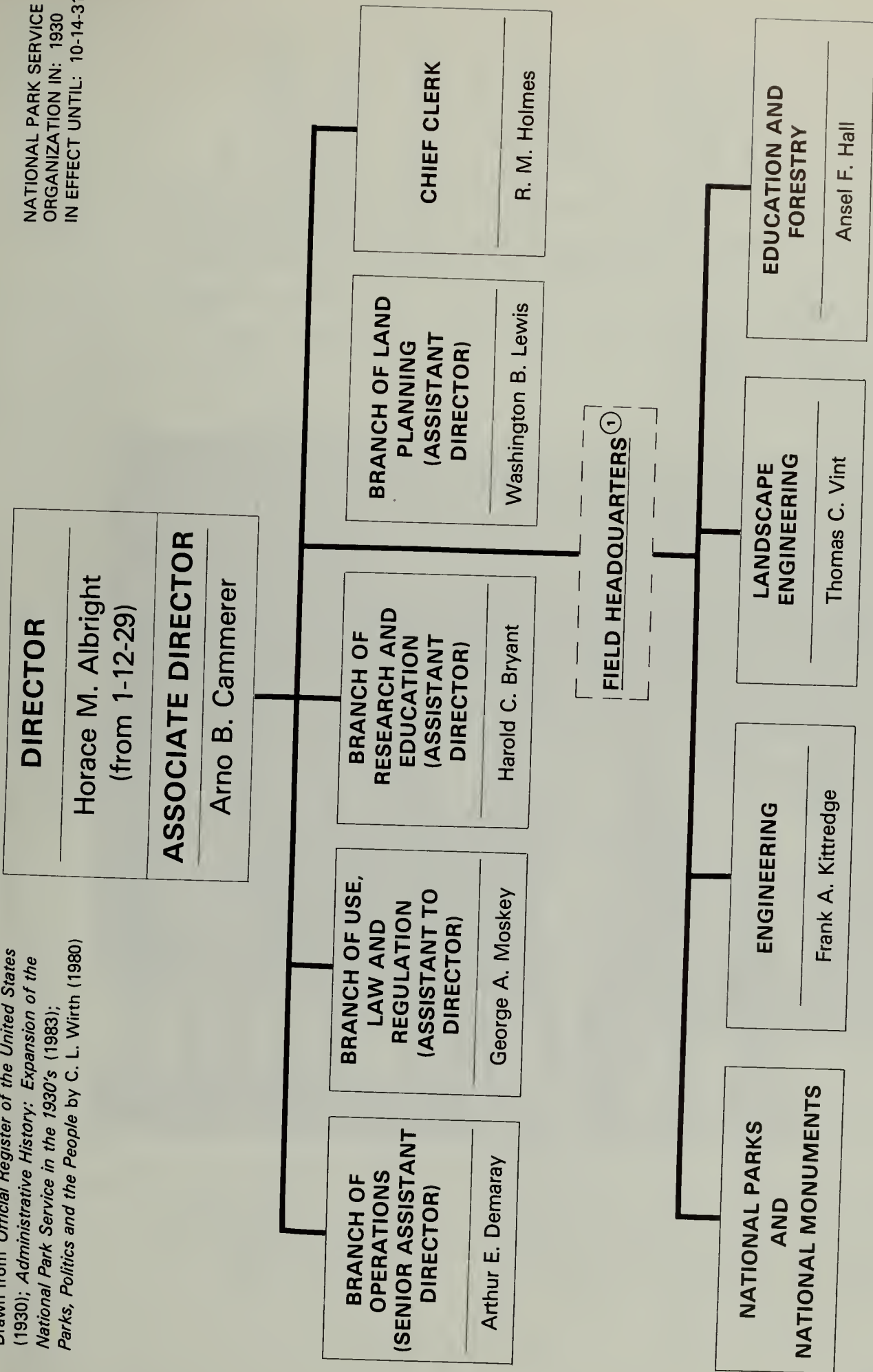
1 Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 7

A branch of Research and Education is established in the Washington Office under Harold C. Bryant. Assistant Director positions are established.



Harold C. Bryant, Assistant Director, Research & Education.



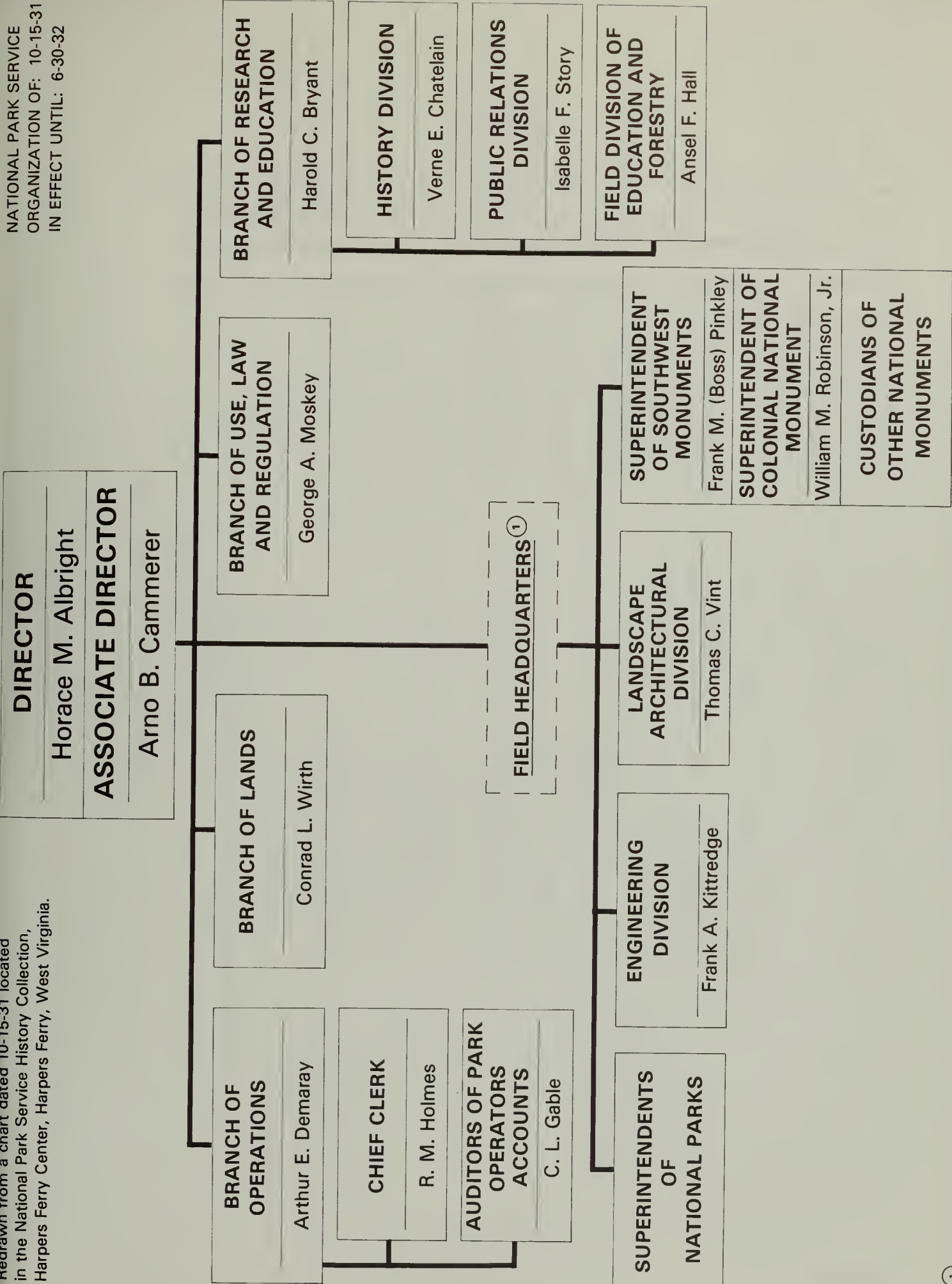
① Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 8

A History division under Research and Education was established. Education and Forestry is absorbed into the Branch of Research and Education but still maintains an office on the West Coast. The Chief Clerk functions are moved under the Branch of Operations. Conrad Wirth takes over the Lands functions from Washington Lewis.



An early picture, prior to establishment of Morristown Historical Park, with Director Albright and Chief Historian Verne Chatelain. L to R: Nelson Butera, City Clerk, Morristown, New Jersey; Director Albright; Judge Edward Mills; Lloyd W. Smith, donor of Jockey Hollow; Clyde Potts, Mayor of Morristown, New Jersey; Grey Higbre, President, Morristown Chamber of Commerce; Verne Chatelain, Chief Historian; Tom Dolan.

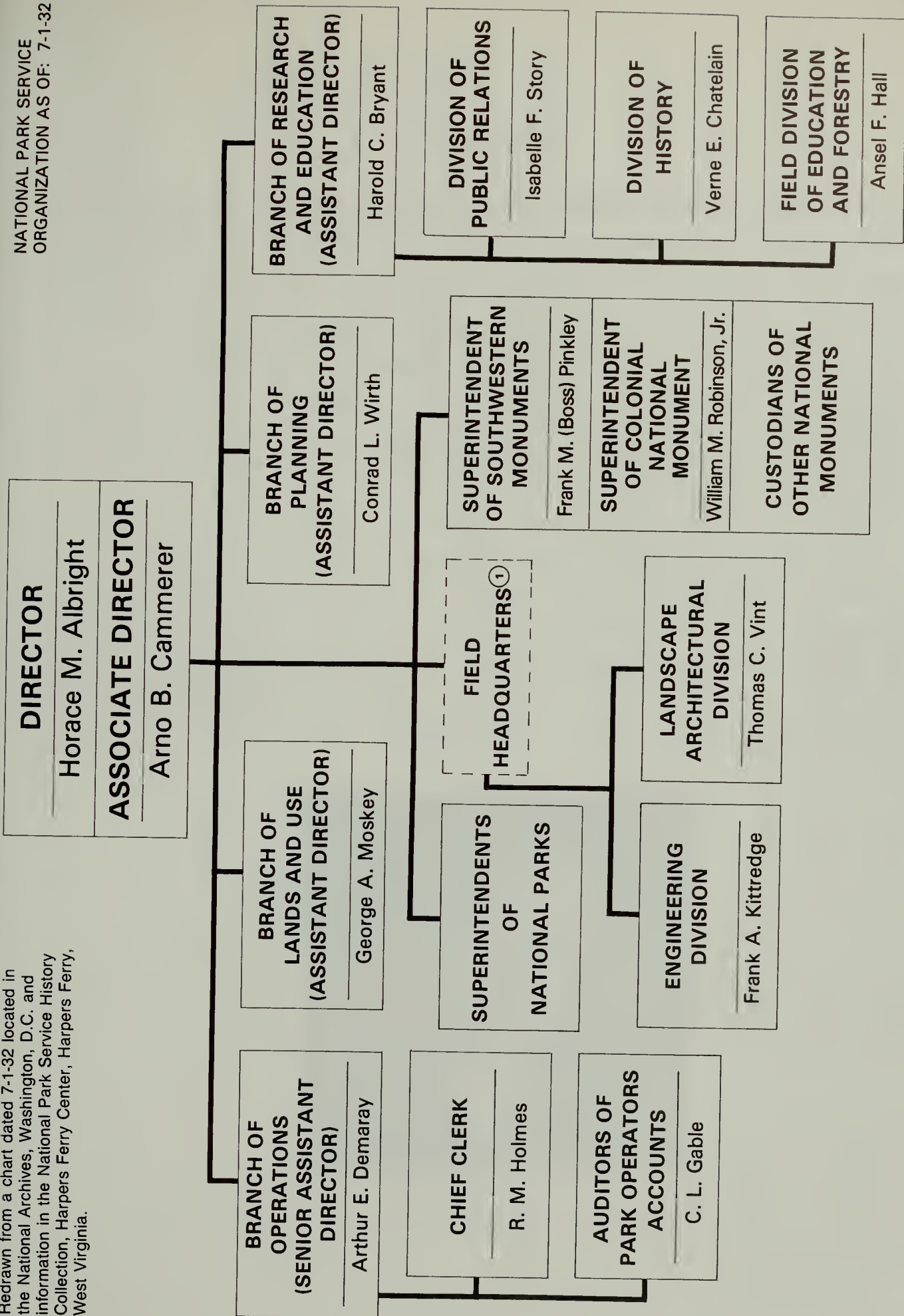


¹ Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 9

There are functional name changes. Some of the land functions were assigned to the legal staff which was titled Branch of Lands and Use. Mr. Wirth's function was retitled Branch of Planning. Colonial National Monument, an eastern area shows up on the chart.

Redrawn from a chart dated 7-1-32 located in the National Archives, Washington, D.C. and information in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia.



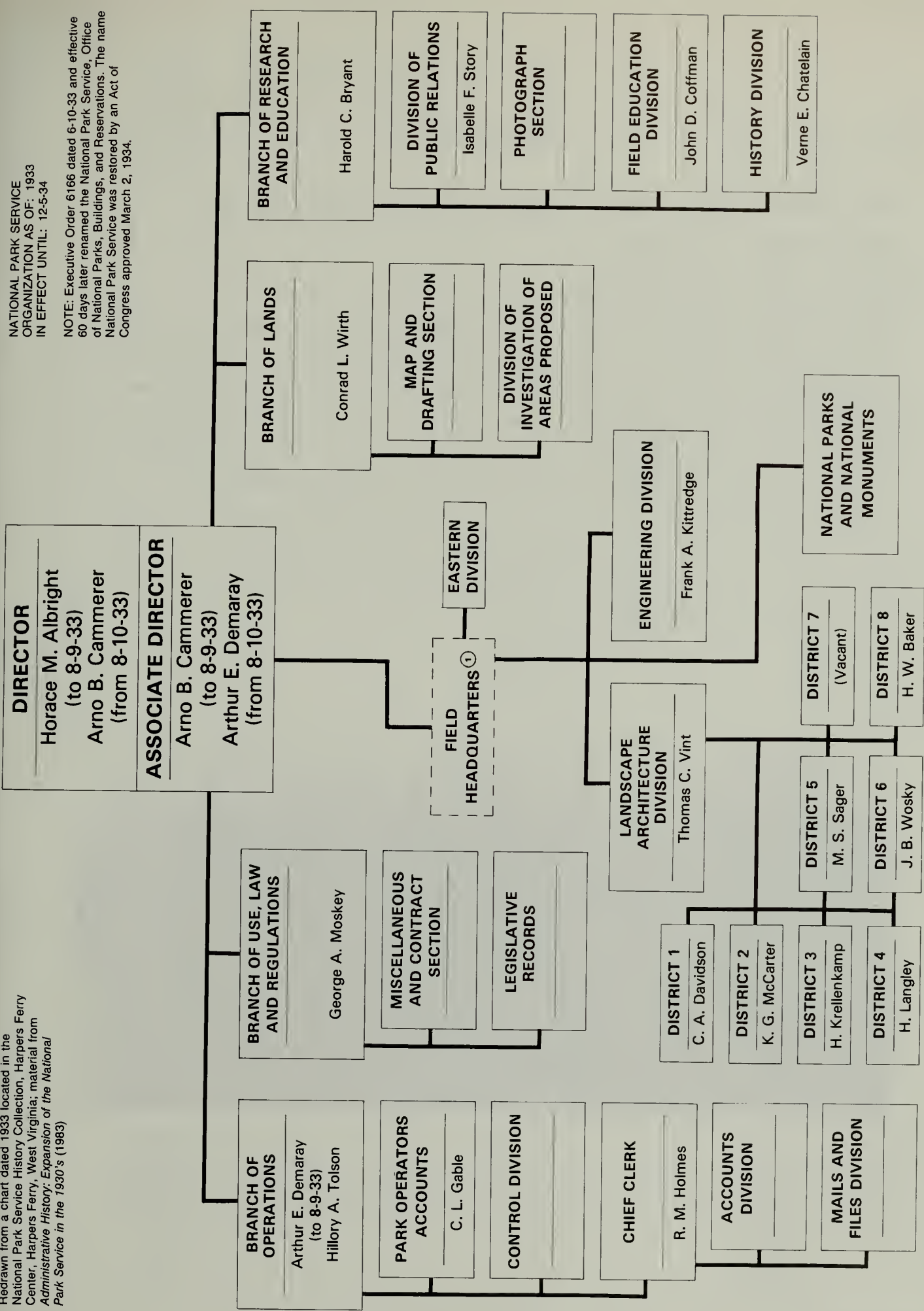
¹ Although shown on chart in block fashion was in reality a hypothetical organization to denote location outside Washington, D.C.

CHART 10

The Assistant Director Operations function begins to look more and more like the Administrative arm of the Service and becomes responsible for the concessions function (Park Operators Accounts), the budget function (Control Division) and all of the Chief Clerks functions. The Field Education Division was physically moved to Washington. The Landscape Architecture Division is decentralized to Districts. The names Langley, Sager, Wosky and Baker show up for the first time; these same names will appear on many subsequent charts. Mr. Wirth's planning function was retitled Lands but it still retained the planning function as is evidenced by the subordinate units. Horace Albright was replaced by Arno Cammerer, Arthur Demaray becomes Associate Director, and Hillory Tolson becomes the Assistant Director, Operations. It was during this period that Executive Order 6166 was signed and the official name of the organization became "Office of National Parks, Buildings and Reservations," the official name did not again become National Park Service until March 10, 1934.



Merle Sager, Landscape Architect, District 5. He retired as Chief Landscape Architect.



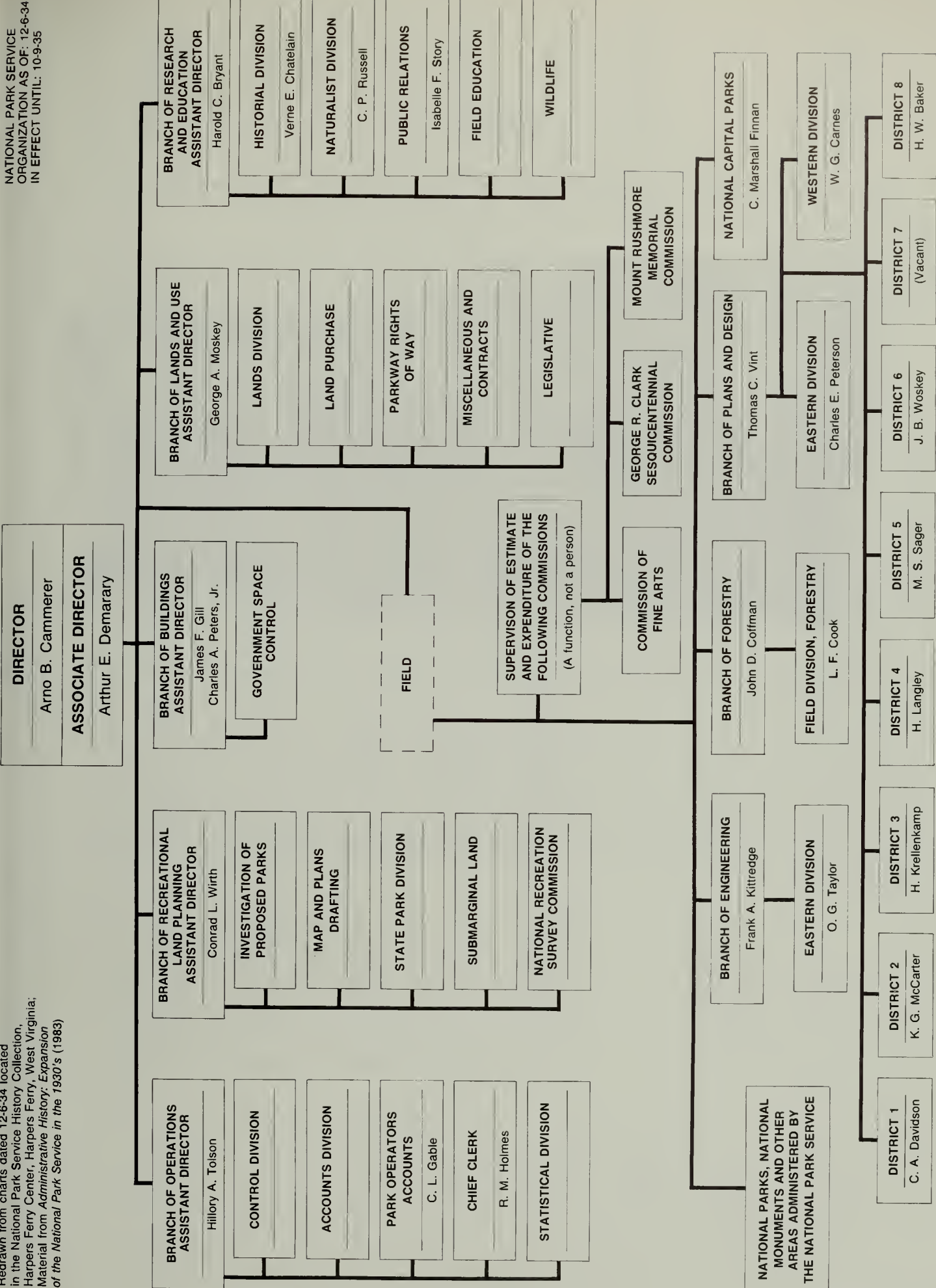
① Although shown on chart in block fashion was in reality a hypothetical organization to denote location outside Washington, D.C.

CHART 11

This organization reflects Executive Order 6166 with the establishment of an Assistant Director, Buildings Management, for the Washington, DC functions absorbed. At this point in time, the National Park Service had those functions that in 1985 are clearly associated with the Public Buildings Service of the General Services Administration (GSA). The Branch of Landscape Architecture became the Branch of Plans and Design and had an Eastern and Western Division reflecting the increase of Eastern parks. National Capital Parks appears on this chart for the first time as a result of the Executive Order. The Lands Branch was again retitled as Recreational Land Planning. This was the unit that would oversee the Civilian Conservation Corps program. The beginnings of cooperative relationships with the States also is charted.



Tom Vint's staff on the roof of the Interior Building in the mid-1930's. Tom Vint is third from the left in the front row. Howard Baker is behind Mr. Vint's right shoulder. Dudley Bayliss is in the same row as Mr. Baker directly to his right. William Carnes is standing first from the left in the second row.



① Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 12

The major change in this chart is the creation of a separate Assistant Directorship for the History function.



Conrad Wirth and the State Parks Division, January 26, 1936. Mr. Wirth is hatless in the first row.

DIRECTOR

Arno B. Cammerer

ASSOCIATE DIRECTOR

Arthur E. Demaray

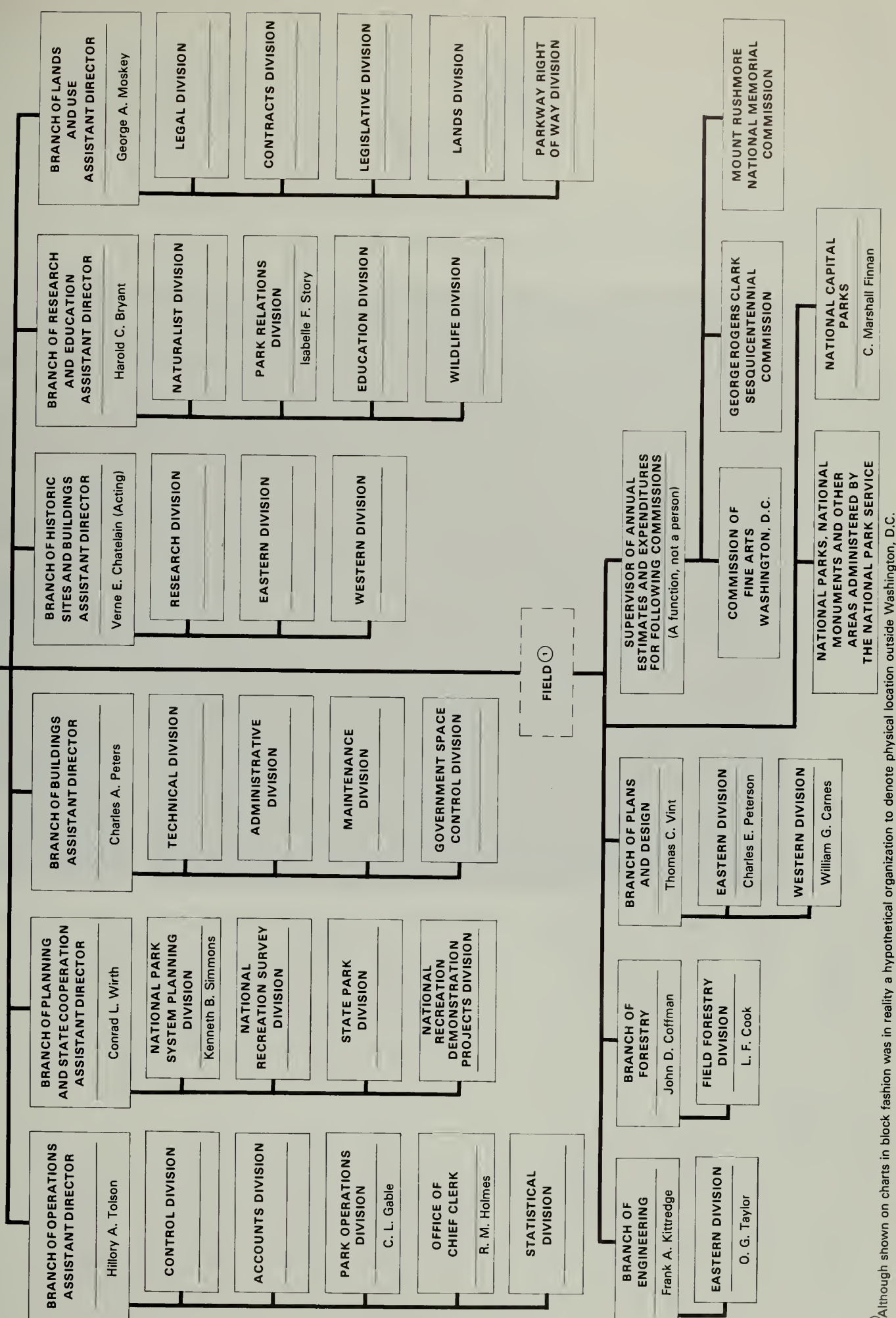


CHART 13

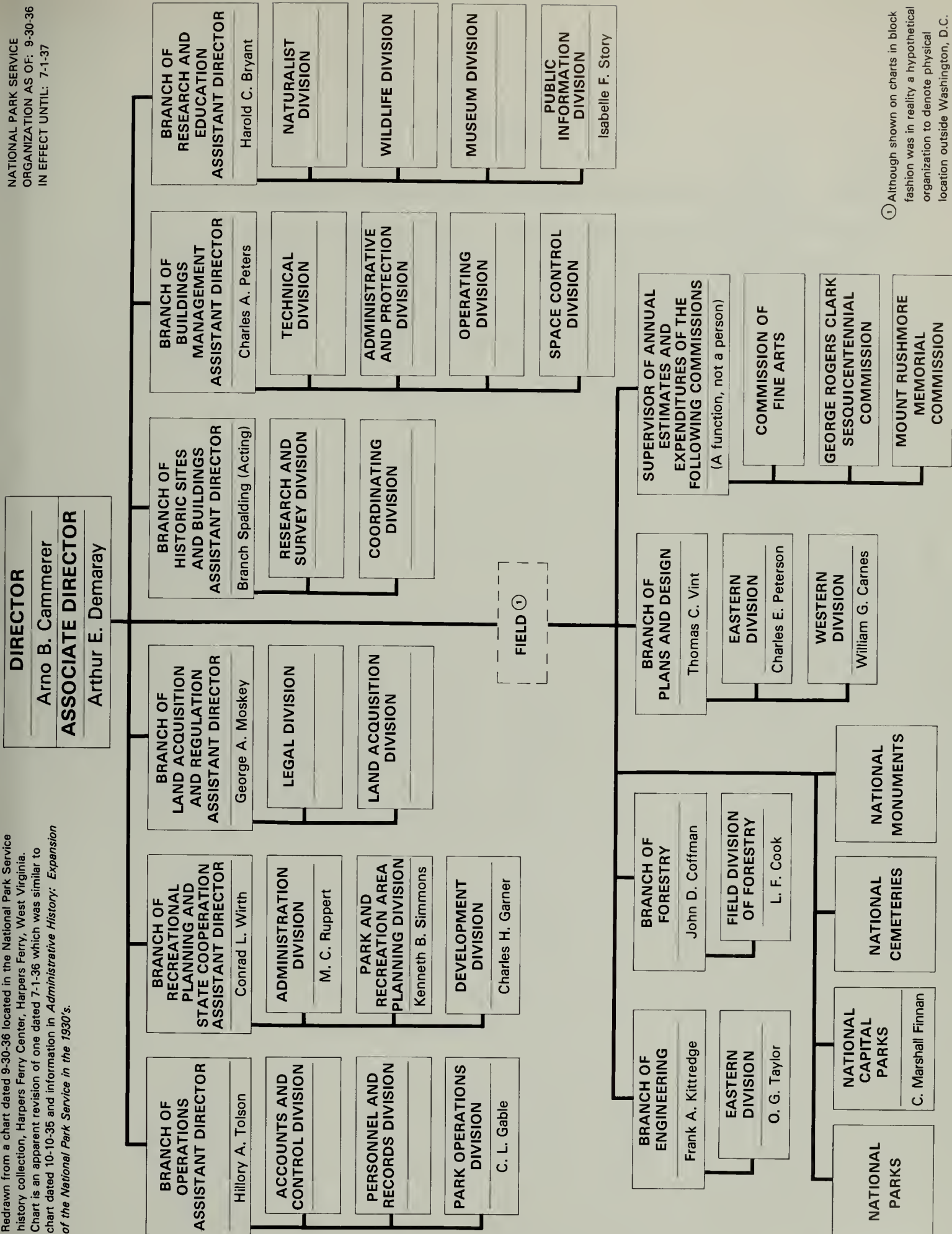
This chart primarily shows the addition of a museum function under the Research and Education Assistant Directorate.



One of the first museums in the National Park Service at Mesa Verde National Park.

Redrawn from a chart dated 9-30-36 located in the National Park Service history collection, Harpers Ferry Center, Harpers Ferry, West Virginia. Chart is an apparent revision of one dated 7-1-36 which was similar to chart dated 10-10-35 and information in *Administrative History: Expansion of the National Park Service in the 1930's*.

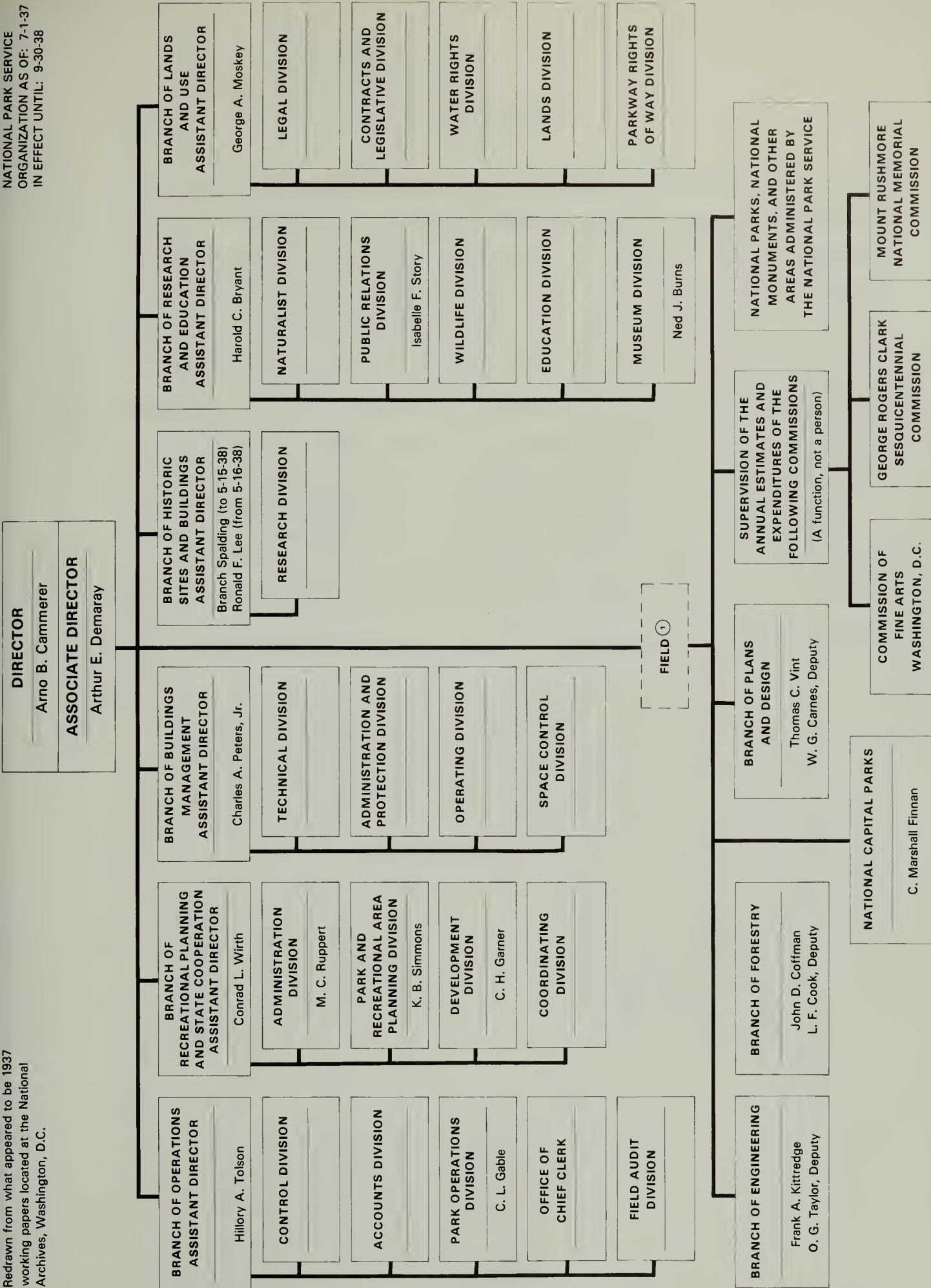
NATIONAL PARK SERVICE
ORGANIZATION AS OF: 9-30-36
IN EFFECT UNTIL: 7-1-37



1 Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 14

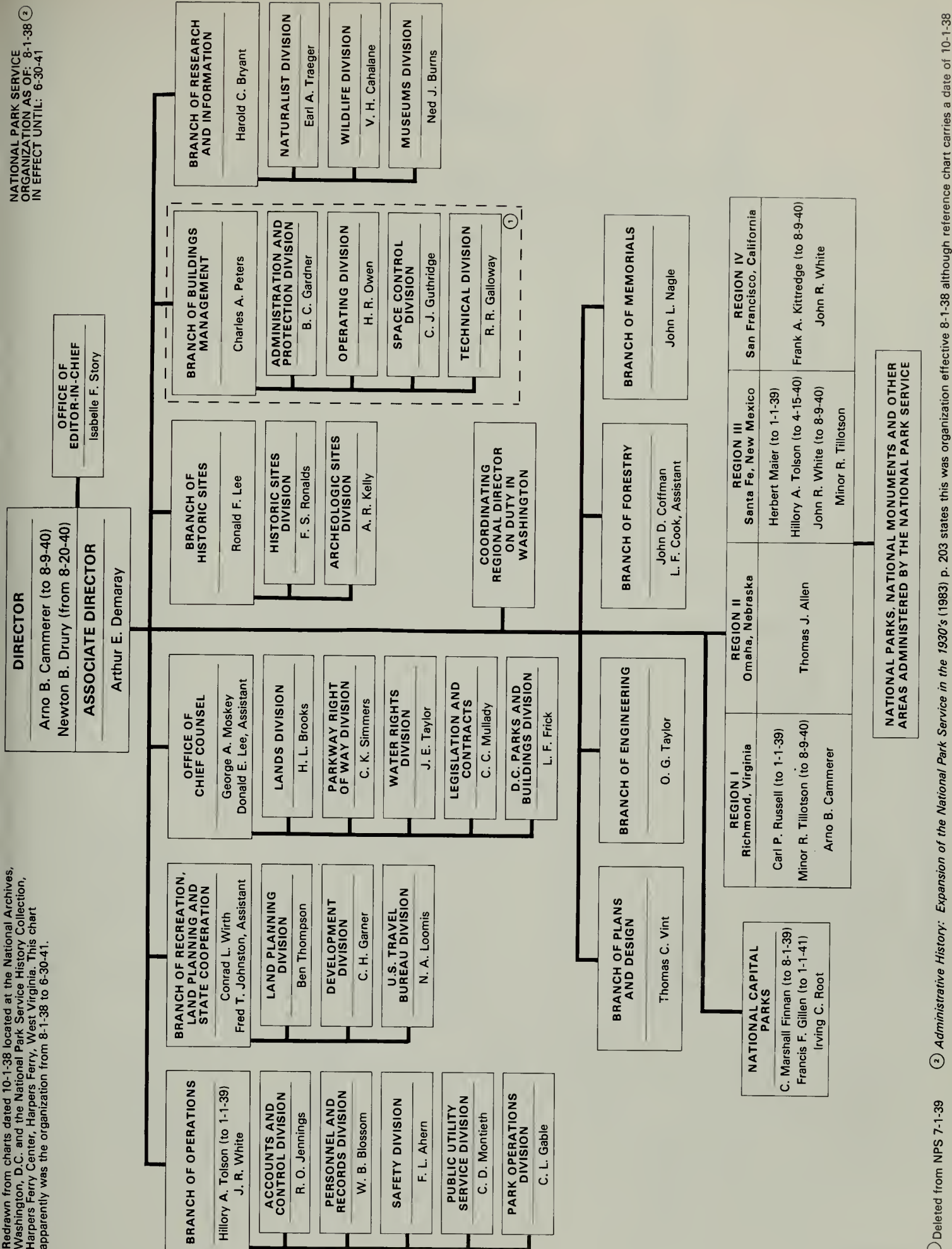
What is interesting to note on this chart and several previous charts is that the hypothetical Field organization continually appears on the charts yet Mr. Vint and Mr. Coffman were physically located in Washington, D.C., while the Branch of Engineering was still in San Francisco, California. Apparently "head" counts as to employee location were just as important in this period as they are in 1985.



① Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 15

This chart primarily reflects the establishment of Regional Offices--this chart, like several others, is "after the fact documentation" of what has occurred. Regional Offices were established in the later part of 1937 but apparently not formally documented on a chart until August of 1938. With the establishment of Regional Offices, the Branch of Engineering moved to Washington and the Chief Engineer, Frank Kittredge, became the first Regional Director in Region IV, San Francisco, California. A Safety Division as a functional entity first appears and the U.S. Travel Bureau shows up as a National Park Service function. During this period, Arno B. Cammerer stepped down as Director and became the Regional Director in Richmond. Newton Drury became the fourth Director of the National Park Service. Note that there were no Assistant Directors in this organization.

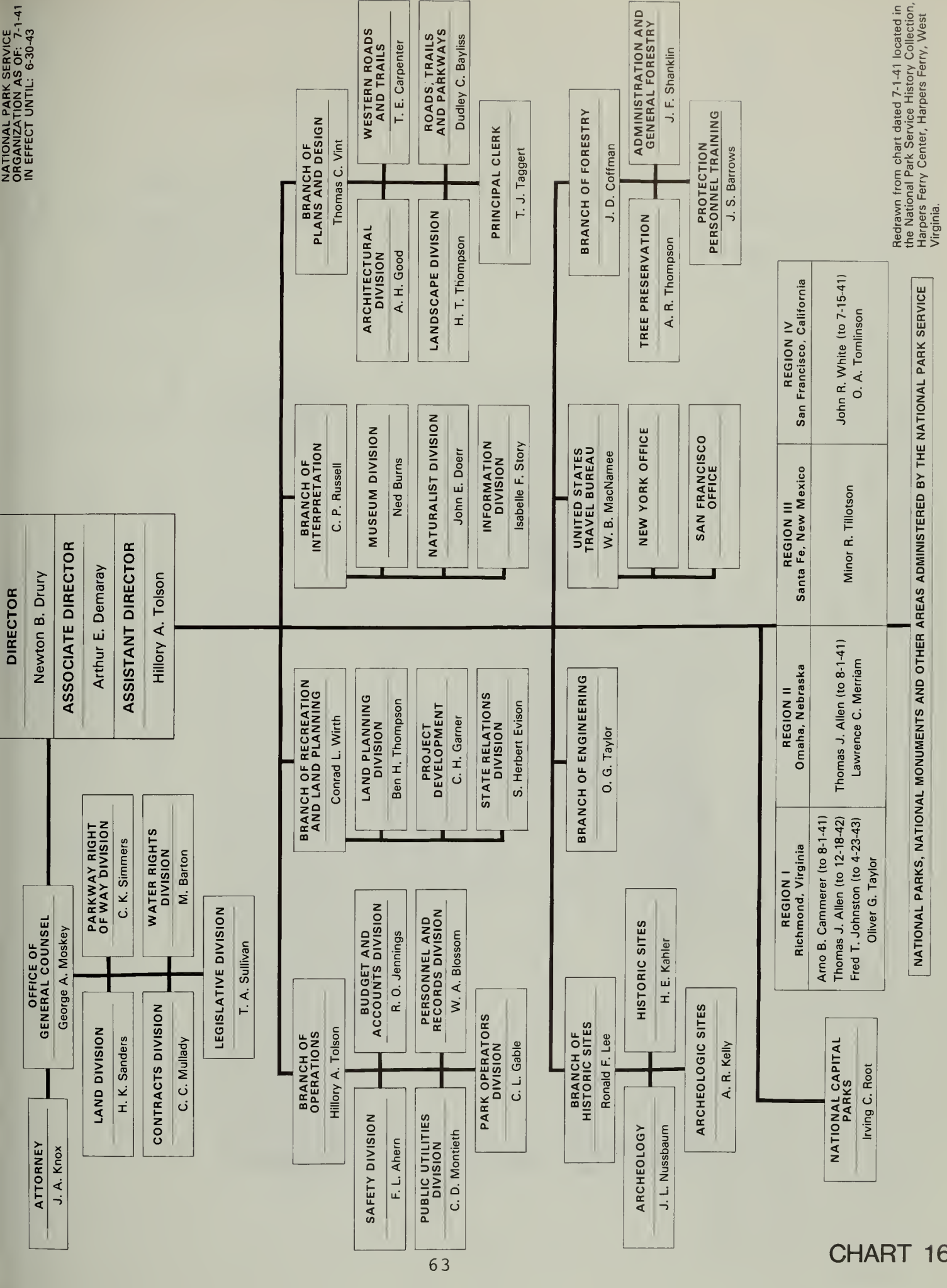


⁽¹⁾ Deleted from NPS 7-1-39

⁽²⁾ Administrative History: Expansion of the National Park Service in the 1930's (1983) p. 203 states this was organization effective 8-1-38 although reference chart carries a date of 10-1-38

CHART 16

There is basically no change in the functional organization of the Service. As drawn, the Office of General Counsel is a "staff" organization with no "line" authority.



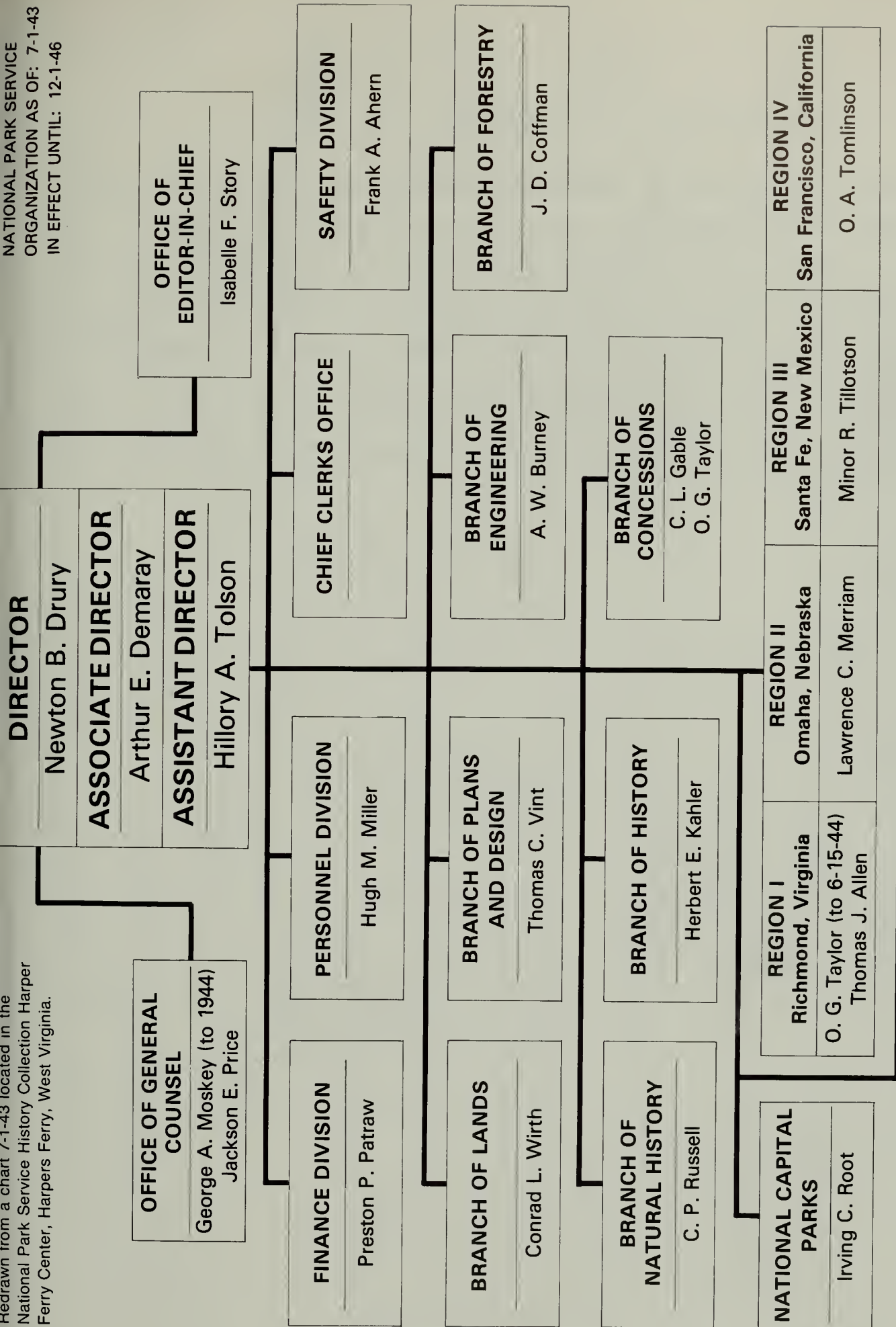
Redrawn from chart dated 7-1-41 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia.

NATIONAL PARKS, NATIONAL MONUMENTS AND OTHER AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

CHART 17

A bare bones organizational chart which perhaps reflects the austerity of the war years when in effect the entire Service was in a caretaker status. The headquarters office was physically located in the Merchandise Mart, 222 North Bank Drive, Chicago, Illinois.



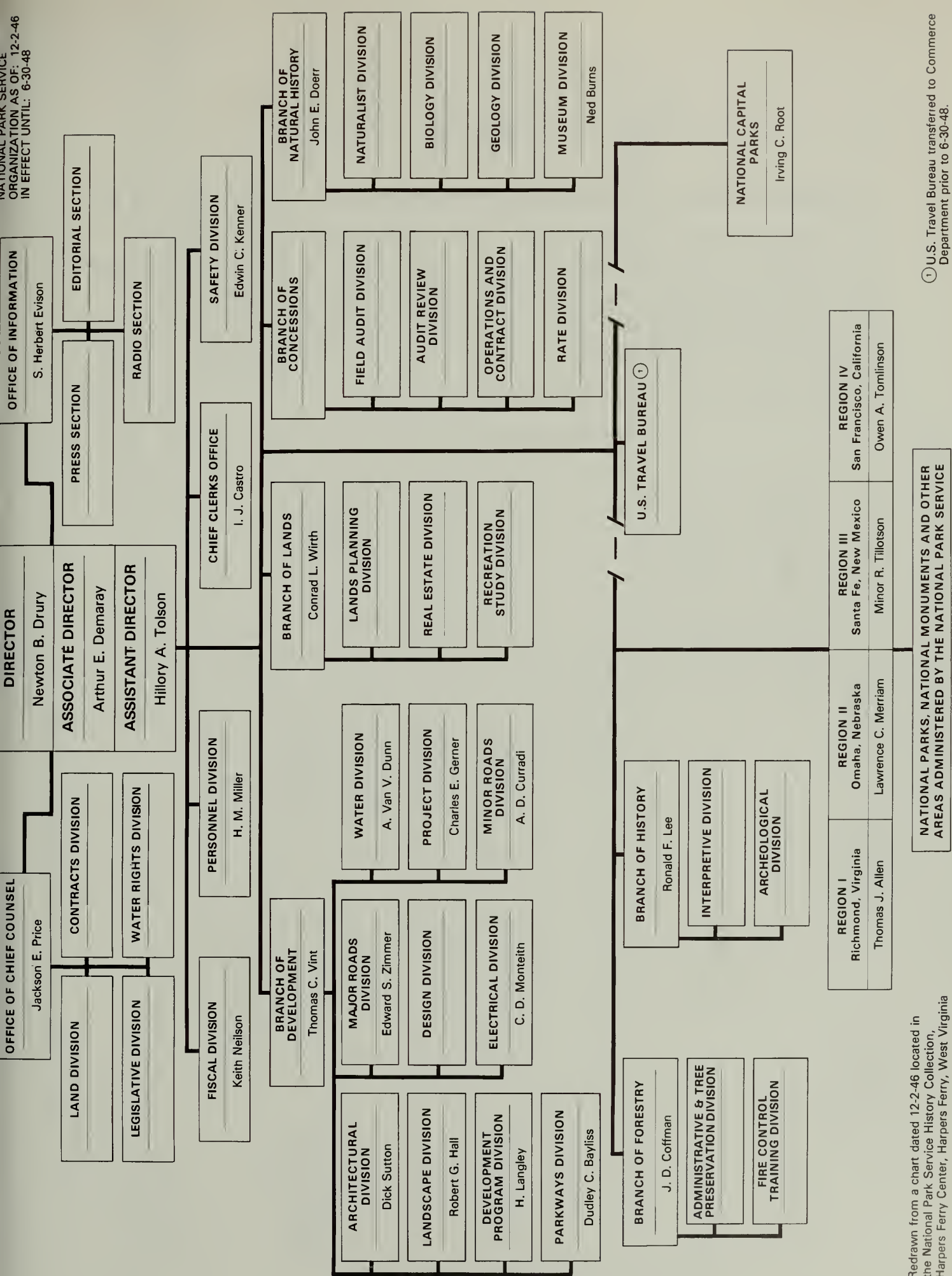


NOTE: Organization chart reflects 1942 organizational change in response to move to Chicago. Appears to have remained in place until office returned to Washington, D.C. Mrs. Gezalla Jones of the Finance Division who was in Chicago with the service recognized the organization and had no recollections of any deviations.

NATIONAL PARKS, NATIONAL MONUMENTS AND OTHER
AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

CHART 18

This chart points out the consolidation of Mr. Vint's influence with the combination of engineering, landscape architecture, et. al., into one Branch of Development, the establishment of Concessions as a functional entity in its own right, and an Office of Information reporting directly to the Director. The one anomaly in the record is the Safety Division with Edwin C. Kenner as Chief. Although Kenner worked briefly in Safety after his discharge from the military, he was primarily an architectural engineer involved in maintenance type activities and would in the mid-1950's be the first Chief of Maintenance.



Redrawn from a chart dated 12-2-46 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia

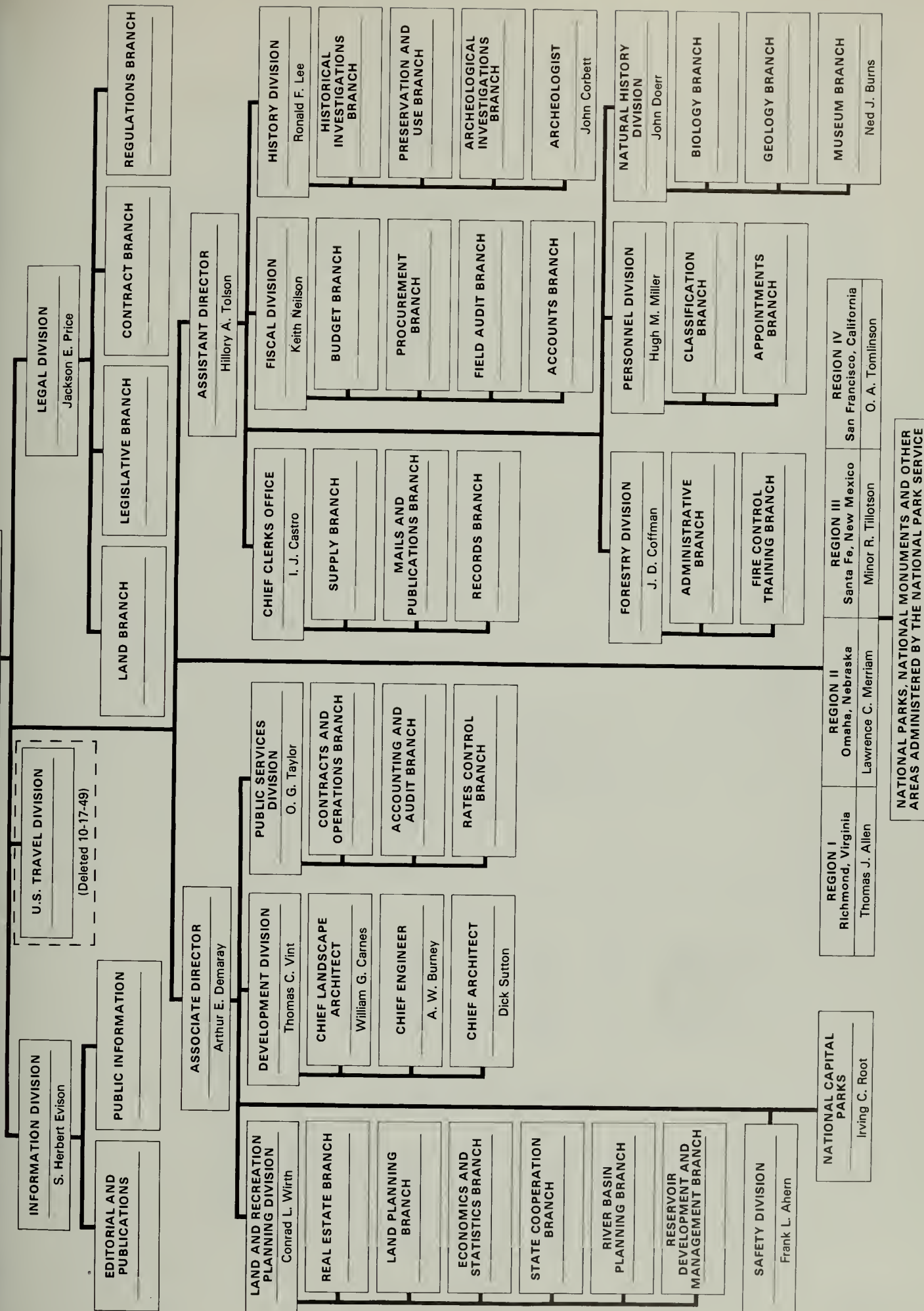
NATIONAL PARKS, NATIONAL MONUMENTS AND OTHER AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

① U.S. Travel Bureau transferred to Commerce Department prior to 6-30-48.

CHART 19

The Travel Division moves out of the Service. The influence of Mr. Tolson clearly stands out. The administrative functions and the park related operational functions are under his purview. Note that National Capital Parks reported to the Associate Director. Mr. Demaray had a personal interest in the National Capital area which may have prompted this organizational alignment.

DIRECTOR
Newton B. Drury



NATIONAL PARKS, NATIONAL MONUMENTS AND OTHER
AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

CHART 20

A good example of well defined functional responsibilities. There are two new Assistant Directors, Hillory Tolson and Conrad Wirth. Concessions was still a separate function but was titled Public Services Division.

DIRECTOR

Newton B. Drury
(to 3-31-51)

Arthur E. Demaray

ASSISTANT DIRECTOR

Hillory A. Tolson

ASSOCIATE DIRECTOR

Arthur E. Demaray
(to 3-31-51)

Conrad L. Wirth

ASSISTANT DIRECTOR

Conrad L. Wirth
(to 3-31-51)

Ronald F. Lee

**FORESTRY
DIVISION**

J. D. Coffman

**LEGAL
DIVISION**

Jackson E. Price

**FISCAL
DIVISION**

Keith Neilson

**PERSONNEL
DIVISION**

Hugh M. Miller

**AUDIT
DIVISION**

J. R. Robinson

**GENERAL
SERVICES
DIVISION**

O. F. Brown

**PLANNING AND
CONSTRUCTION
DIVISION**

Thomas C. Vint

**LAND
PLANNING
DIVISION**

C. A. Richey

**PUBLIC
SERVICES
DIVISION**

O. G. Taylor

**SAFETY
DIVISION**

Frank L. Ahern

**INFORMATION
DIVISION**

S. Herbert Evison

**RECREATIONAL
PLANNING
DIVISION**

J. L. Rossemeyer

**NATURAL
HISTORY
DIVISION**

John E. Doerr

**HISTORY
DIVISION**

Ronald F. Lee
Herbert E. Kahler

**REGION I
Richmond,
Virginia**

Thomas J. Allen

**REGION II
Omaha,
Nebraska**

L. C. Merriam
(to 10-31-50)

Howard W. Baker

**REGION III
Santa Fe,
New Mexico**

Minor R. Tillotson

**REGION IV
San Francisco,
California**

O. A. Tomlinson
(to 10-31-50)

L. C. Merriam

**NATIONAL
CAPITAL
PARKS**

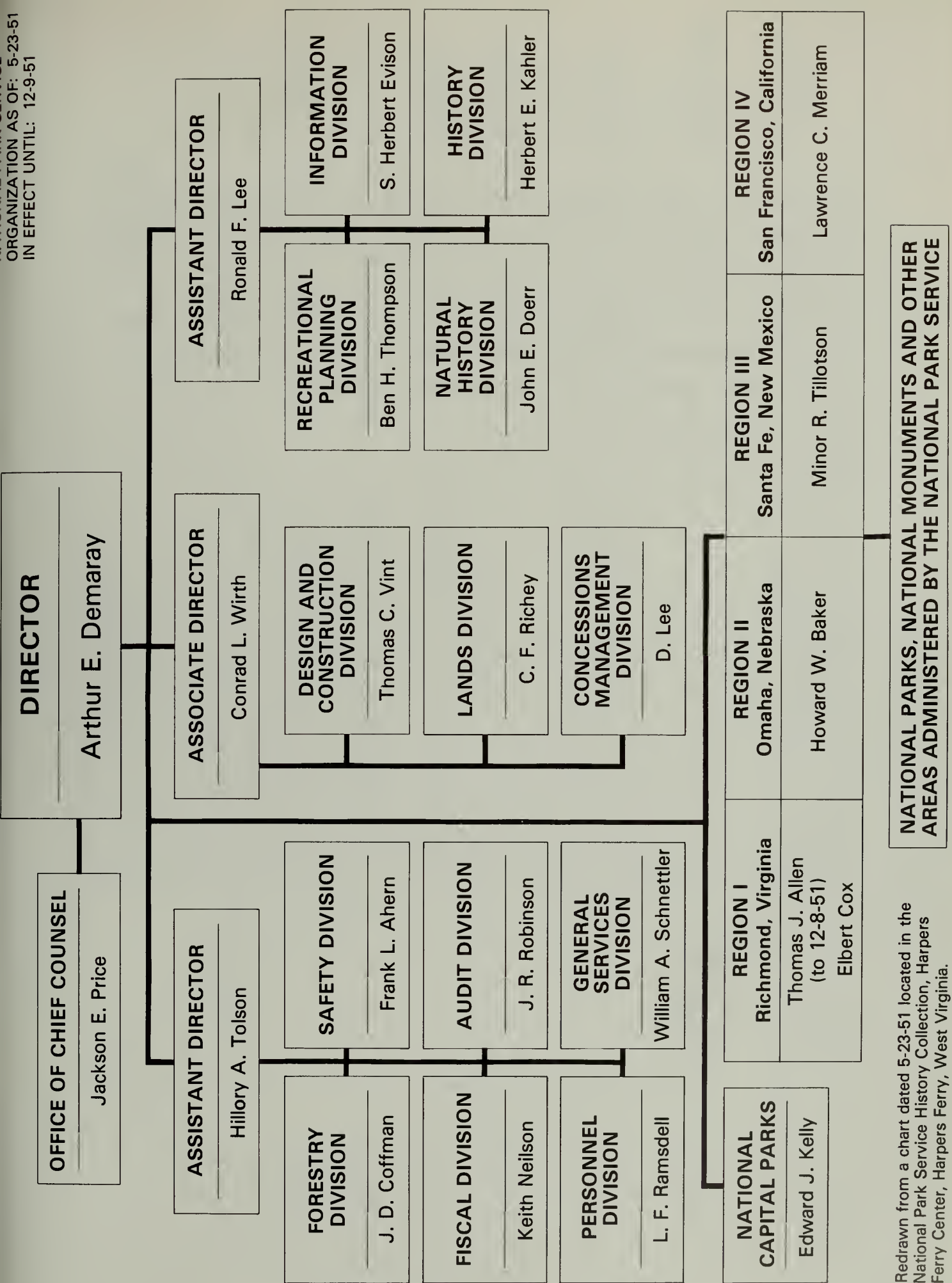
I. C. Root

CHART 21

This one Demaray organization reflects the Associate Director's (Wirth's) thinking. The legal function reported to the Director rather than to an Assistant Director. The Forestry Division was still reporting to the "Administrative" Assistant Director.



The Demaray organization of 1951. Seated L to R: Conrad L. Wirth, Associate Director; Director Demaray; Hillory A. Tolson, Assistant Director. Standing L to R: Thomas J. Allen, Regional Director, Region I, Richmond, Virginia; Minor Tillotson, Regional Director, Region III, Santa Fe, New Mexico; Howard W. Baker, Regional Director, Region II, Omaha, Nebraska; Lawrence C. Merriam, Regional Director, Region IV, San Francisco, California; Ronald F. Lee, Assistant Director.



Redrawn from a chart dated 5-23-51 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia.

NATIONAL PARKS, NATIONAL MONUMENTS AND OTHER AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

CHART 22

This was Mr. Wirth's first organization and there was the development of an Operations Directorate, an Administrative Directorate, and an Interpretive & Research Directorate. The placement of the Design and Construction function reporting directly to the Director is of interest. If one recalls some of the previous charts one might consider how the Information function has been up and down in the organization over the years.

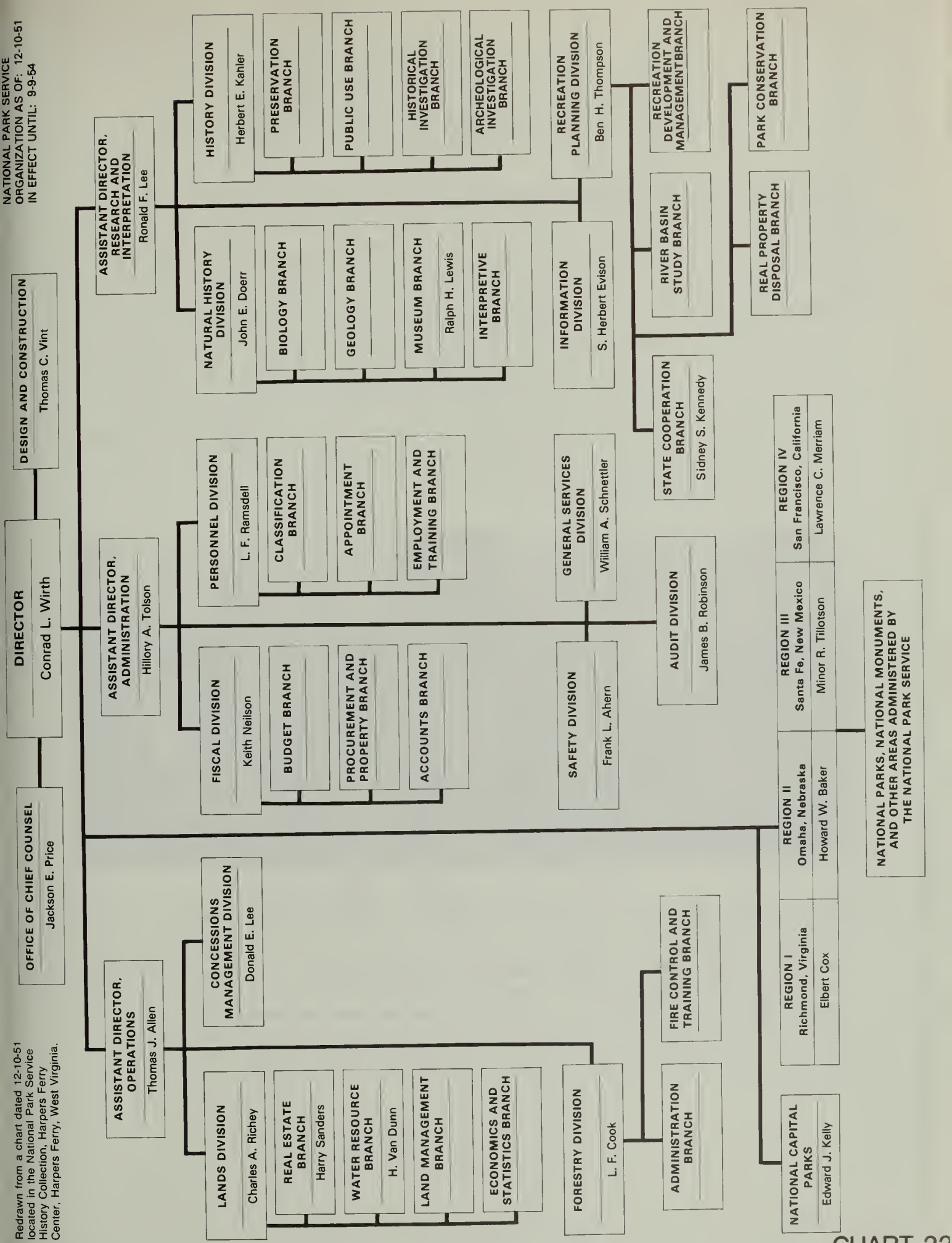
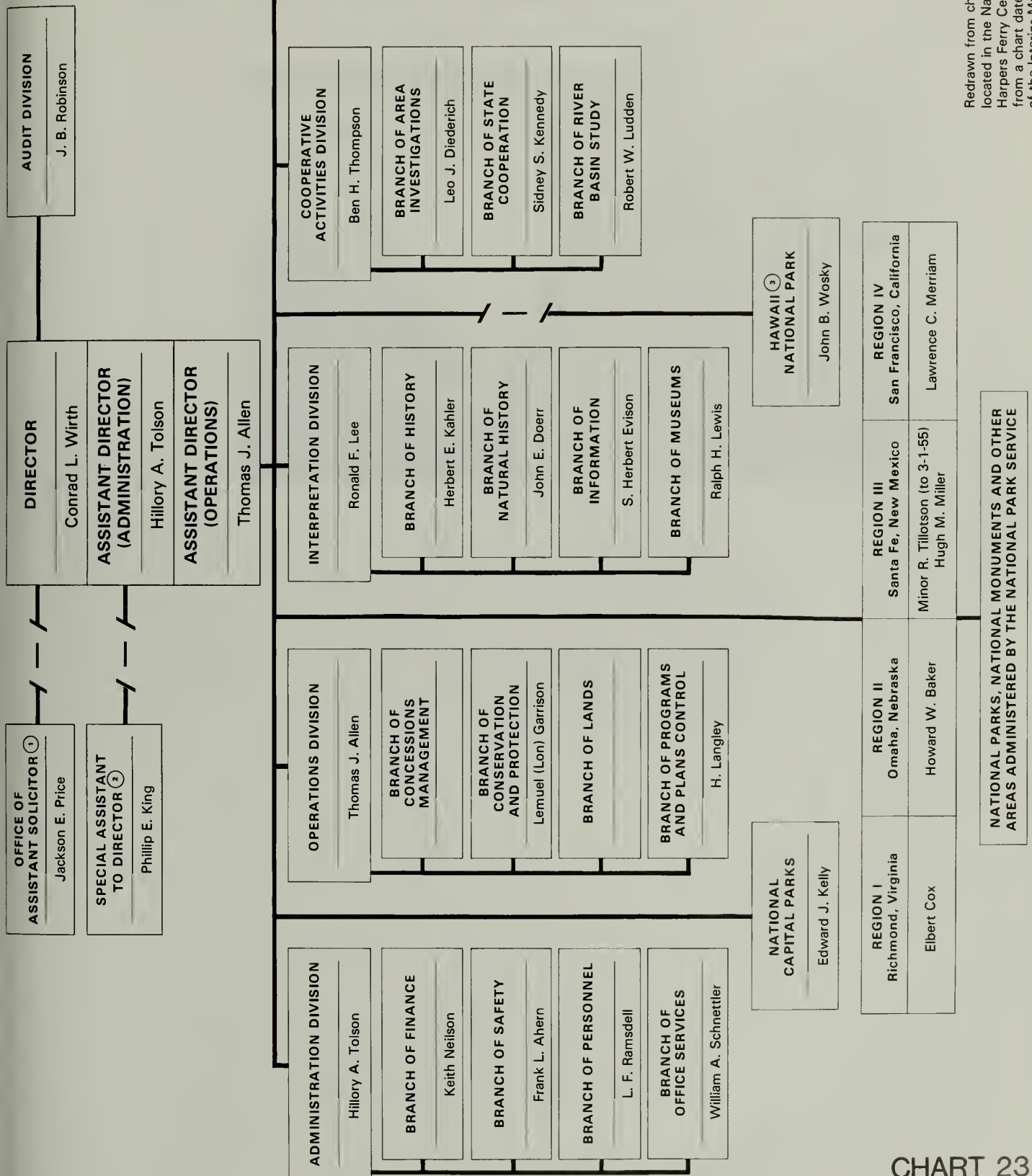


CHART 23

Forestry as a function disappears and in its place there is a Branch of Conservation and Protection recognizing the uniformed ranger. It was during this period that organizational approval changed from the Bureau to the Department. Hawaii National Park reported directly to the Director for a period of 3 months due to a problem or problems that required the Director's intervention. It was in this period that Mr. Vint consolidated his influence over design, construction and planning with the establishment of two design offices, one in San Francisco, California, and the other in Philadelphia, Pennsylvania, effectively removing the functions from the Regional Offices.



The "Chiefs" in late 1956. Seated L to R: E. Scoyen, Associate Director; Lawrence Merriam, Regional Director, Region IV, San Francisco, California; Director Wirth; T. Allen, Assistant Director, Operations; Hillory Tolson, Assistant Director, Administration; Tom Vint, Chief, Design & Construction. Standing L to R: Howard Baker, Regional Director, Region II, Omaha, Nebraska; Elbert Cox, Regional Director, Region I, Richmond, Virginia; Hugh Miller, Regional Director, Region III, Santa Fe, New Mexico; Daniel J. Tobin; Ronald F. Lee, Assistant Director, Interpretation; Ben Thompson, Chief, Cooperative Activities; Sanford (Red) Hill, Chief, Western Office of Design & Construction; Edward Zimmer, Chief, Eastern Office of Design & Construction.



Redrawn from charts dated 9-10-54, 1-12-55 and 7-1-55 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia and from a chart dated 4-6-55 found in 145DM, Department of the Interior Manual

CHART 23

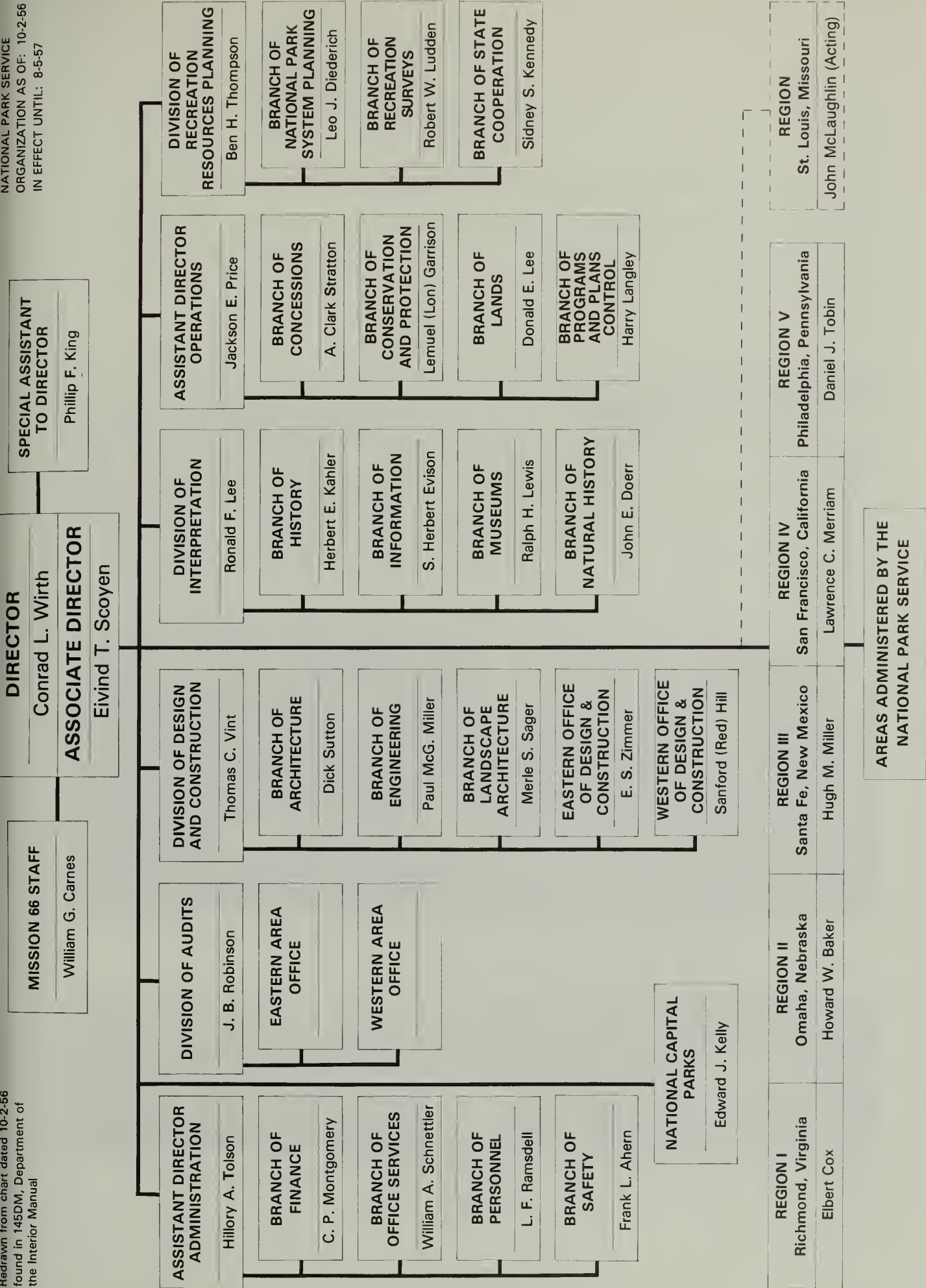
① Legal function moved to Department in 1955 ② Special Assistant position created in 1955 ③ Hawaii National Park shows up on 9-10-54 chart only

CHART 24

With the charting of the Mission 66 program, an Associate Director position once again appeared. A new Regional Office, the fifth, was established in Philadelphia, Pennsylvania.



Daniel J. Tobin, first Regional Director, Region V, Philadelphia, Pennsylvania. Mr. Tobin is presenting an award to Howard H. Chapman, who would become Regional Director, Western Region in the 1970's. Al Edmunds, Cooperative Activities Regional Chief is standing on Mr. Chapman's right.



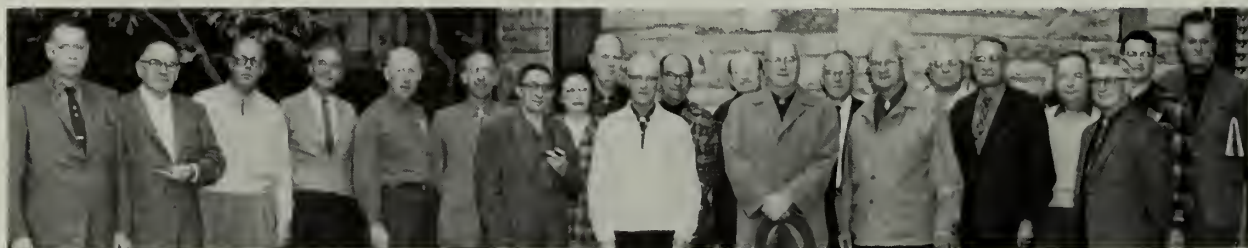
① Approximately 1 year after the Philadelphia Office was established an office was proposed for St. Louis, John McLaughlin was named Regional Director, the Department would not approve and the office was dropped.

CHART 25

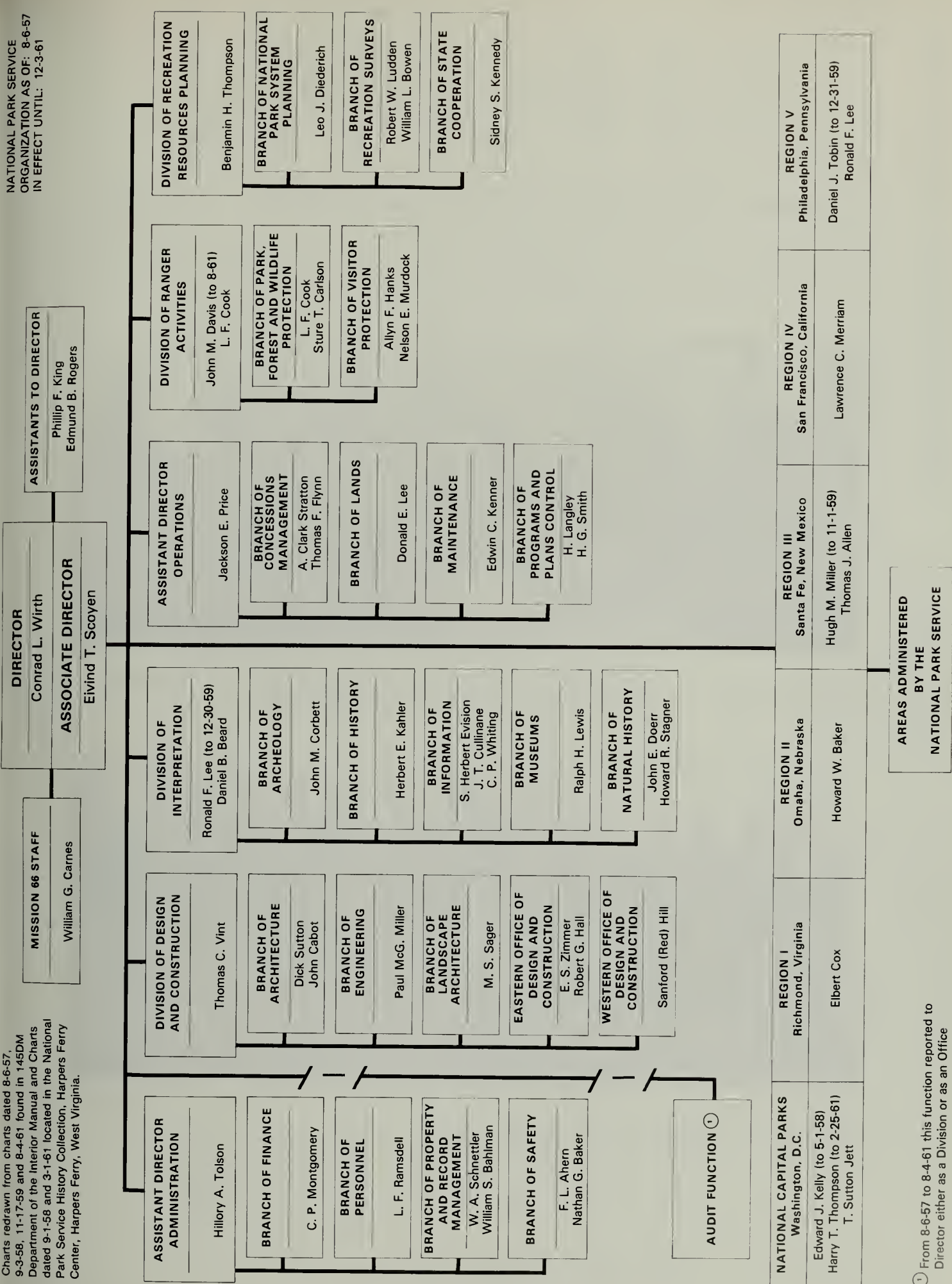
A Division of Ranger Activities was established reporting directly to the Director. Maintenance as a separate function appeared for the first time. There was, during this period, an abortive attempt to create a sixth Regional Office in St. Louis, Missouri.



A signed staff photograph taken March 19, 1960, including the Regional Directors and the Chiefs of the Design Offices.



Regional Directors Conference, October 31, 1961, in Shenandoah National Park. Individual identification is on page 136.



① From 8-6-57 to 8-4-61 this function reported to Director either as a Division or as an Office

CHART 26

This chart points up the creation of five functional Assistant Directors, the creation of an International Affairs function, and a Policy Analysis function. The sixth region became a reality by making National Capital Parks a region.



The staff prior to July 1963, six months before Director Wirth's tenure as Director ended. Individual identification is on page 136.



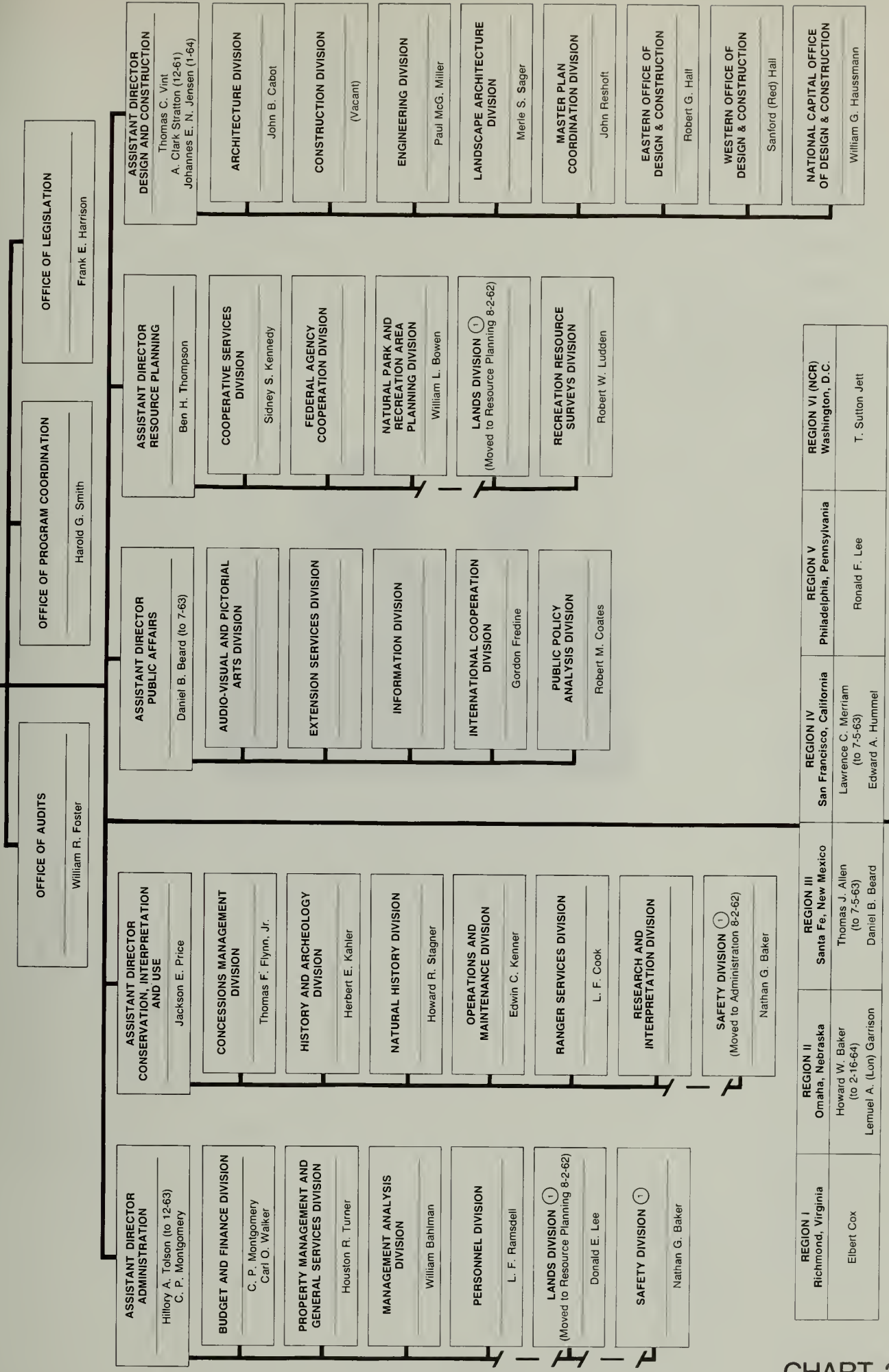
The staff on January 21, 1964, as George Hartzog began his tenure as Director. Individual identification is on page 136.

NOTE: In 2-63 an Assoc. Director Position was created for George B. Hartzog, who was to be C. L. Wirth's successor as Director. The position was not reflected in an 'Approved' organization until 12-17-65, when G. B. Hartzog, Jr. became Director and A. Clark Stratton became Associate Director (1-64).

DIRECTOR
Conrad L. Wirth (to 1-7-64)
George B. Hartzog, Jr. (from 1-8-64)

ASSISTANT TO DIRECTOR
Position dropped 8-2-62

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 12-4-61
IN EFFECT UNTIL: 12-16-65



AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

Redrawn from charts dated 12-4-61 and 8-2-62 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia and a chart dated 1-12-62 found in 1450M, Department of Interior Manual, Washington, D.C.

CHART 27

The Service's role in the Job Corp Conservation Center program was charted. Six Assistant Directorate functions were established by shuffling responsibilities. A third Service Center was created in Washington, D.C., however, the Service Centers reported directly to the Director. This was the first of Hartzog's organizations.



Howard Baker and George Hartzog on the roof of the Interior Building after the informal organizational change that made Mr. Baker an Associate Director. The picture was taken just prior to Mr. Baker's retirement.

DIRECTOR
George B. Hartzog, Jr.

ASSOCIATE DIRECTOR
A. Clark Stratton (to 12-67)
Harthon L. (Spud) Bill

NOTE: There was an organizational change in January 1967. Howard Baker became an Associate Director when H. Bill became #2. In December 1967 that position was retitled Deputy Director. It also appears that the organization effective 7-10-68 was informally put in place prior to 7-9-68

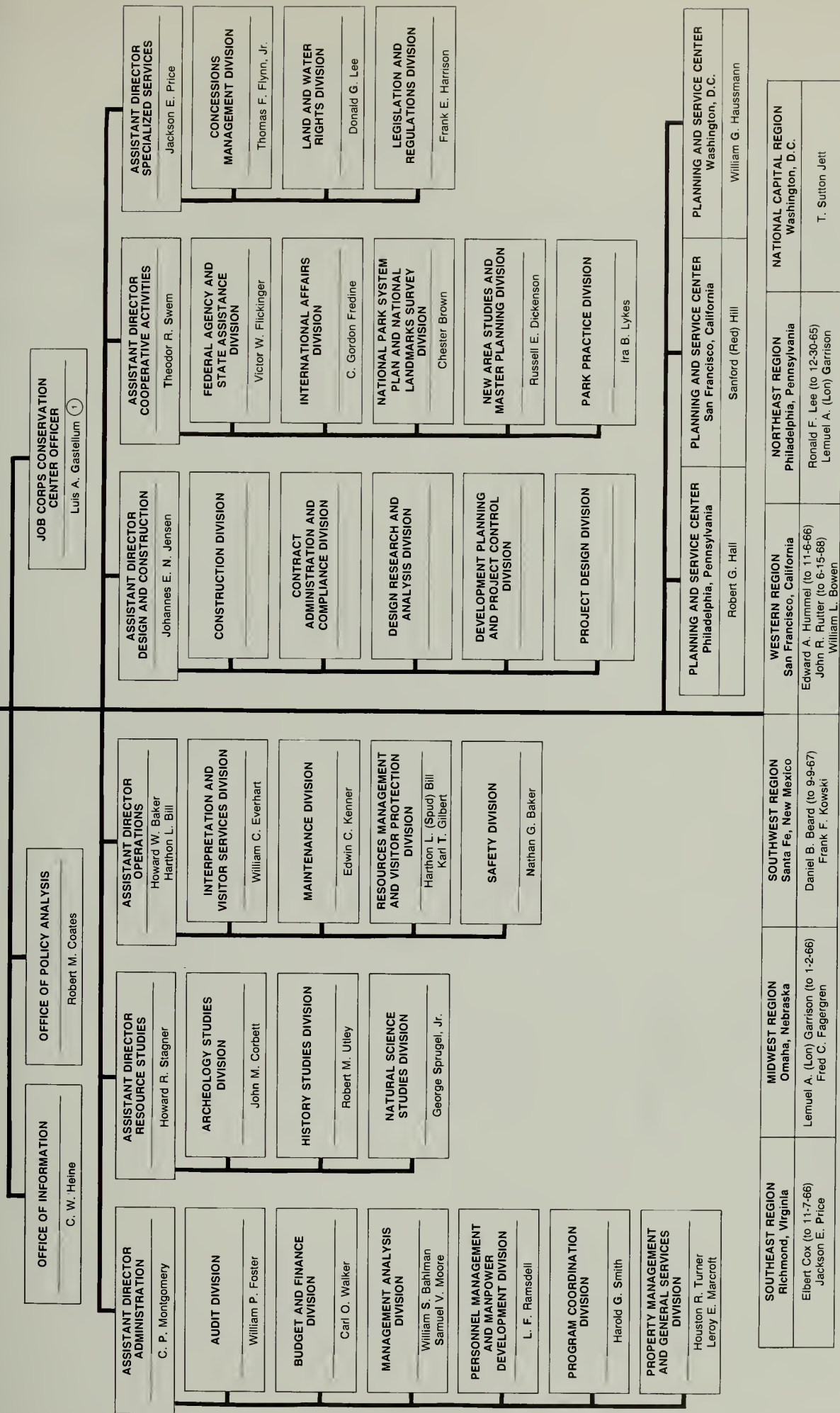
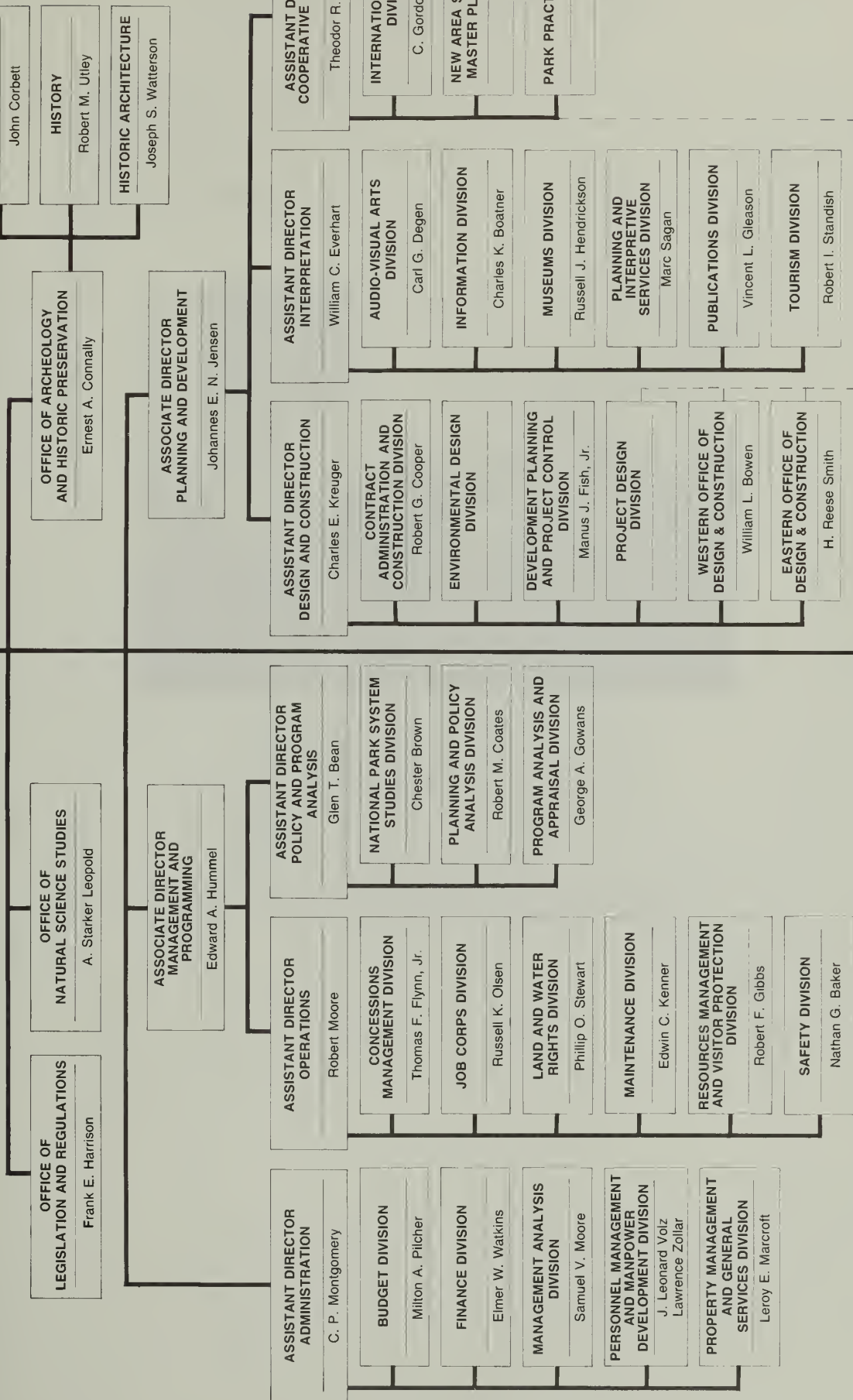


CHART 28

There was a Deputy Director, three Office Chiefs, two Associate Directors with five Assistant Directors reporting to them, and one Assistant Director (Administration) reporting to the Director. The National Capital Service Center was combined with the Eastern Service Center and there was a dual reporting relationship between the Assistant Directors, Design and Construction and Cooperative Activities with the two remaining centers.

DIRECTOR
George B. Hartzog, Jr.

DEPUTY DIRECTOR
Harthon L. (Spud) Bill



SOUTHEAST REGION	MIDWEST REGION	SOUTHWEST REGION	WESTERN REGION	NORTHEAST REGION	NATIONAL CAPITAL REGION
Richmond, Virginia	Omaha, Nebraska	Santa Fe, New Mexico	San Francisco, California	Philadelphia, Pennsylvania	Washington, D.C.
Jackson E. Price (to 9-7-68) J. Leonard Volz	Fred C. Fagergren	Frank F. Kowski	William L. Bowen	Lemuel A. (Lon) Garrison	I. J. (Nash) Castro

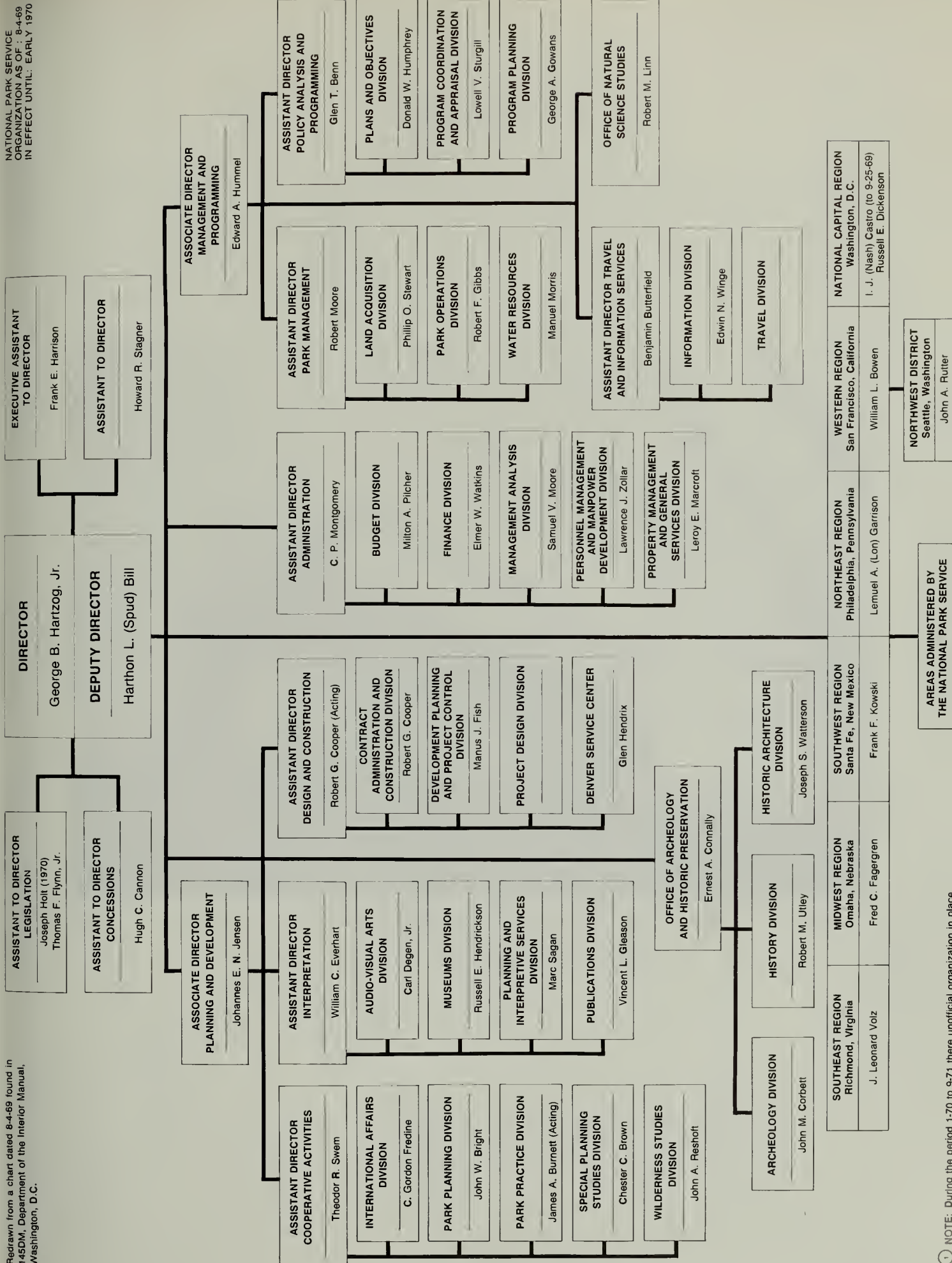
AREAS ADMINISTERED BY
THE NATIONAL PARK SERVICE

CHART 29

Note that the two Service Centers were combined into a Denver Service Center which was located in the Villa Rosa Shopping Center, Denver, Colorado. There was also a reshuffling of functions reporting to the Associate Directors as compared to earlier organizations.



Regional Director Frank F. Kowski and his secretary, Berta Ulibari. Mr. Kowski had a long and varied career with the Service. Much of his career was spent in training future employees. He was the first Supervisor of the Albright Training Center and was responsible for its construction and its curriculum.



Redrawn from a chart dated 8-4-69 found in
145DM, Department of the Interior Manual,
Washington, D.C.

NOTE: During the period 1-70 to 9-71 there unofficial organization in place

CHART 30

An Office of National Capital and Urban Affairs was established which included National Capital Parks. Offices reporting to the Director were again reshuffled--there were two Deputy Directors and one Associate Director. The first organizational recognition of urban programs appears. Harpers Ferry Center is established.



The Harpers Ferry Center, Harpers Ferry, West Virginia. William C. Everhart was the Chief.

Reconstructed from Department of the Interior telephone books dated spring and fall 1970 located in the Secretary's Office, Department of the Interior Building, Washington, D.C. was a formal unapproved organization, the first of two falling between organizations approved 8-4-69 and 3-30-72.

NATIONAL PARK SERVICE ORGANIZATION AS OF: EARLY 1970 IN EFFECT UNTIL: MID-YEAR 1971

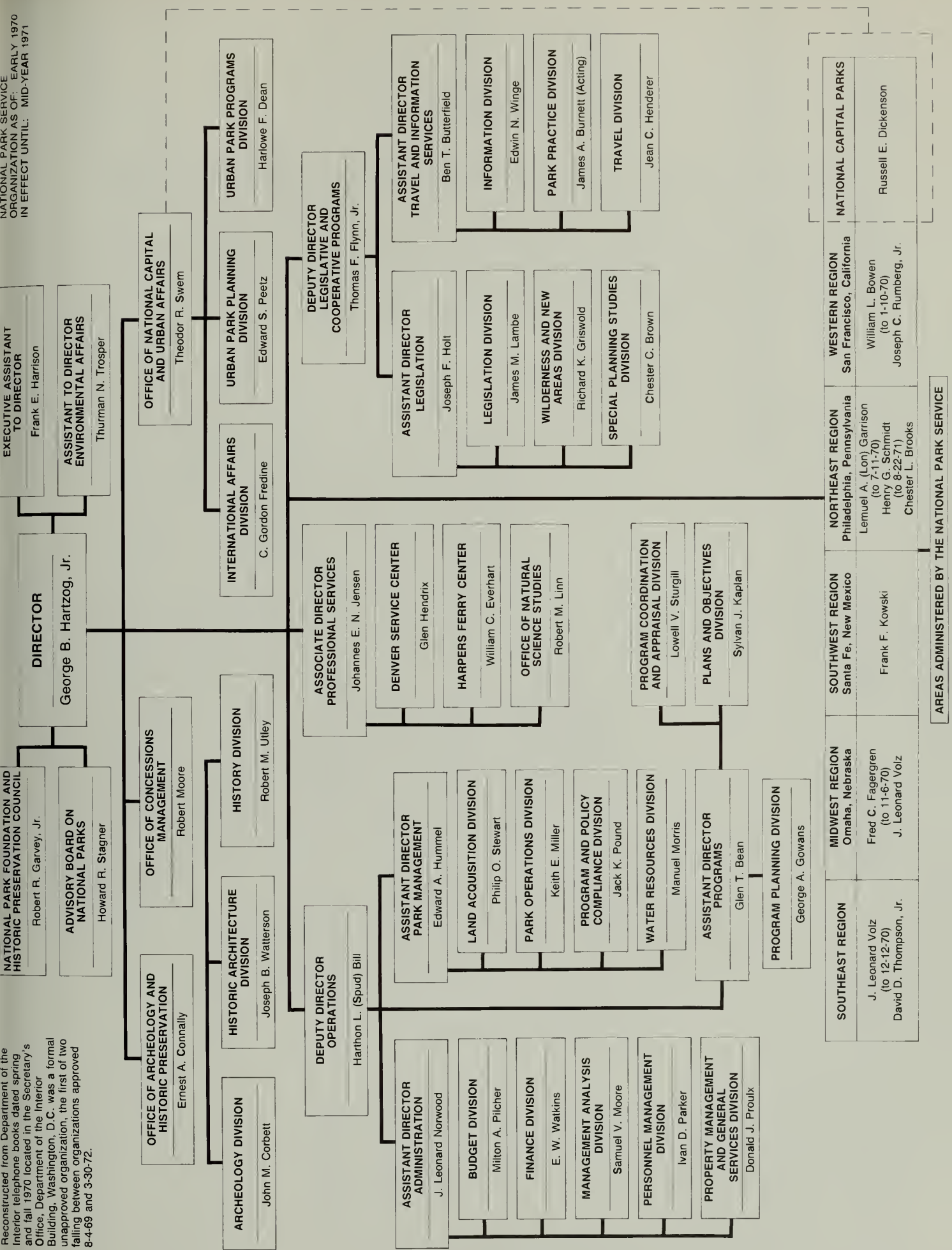
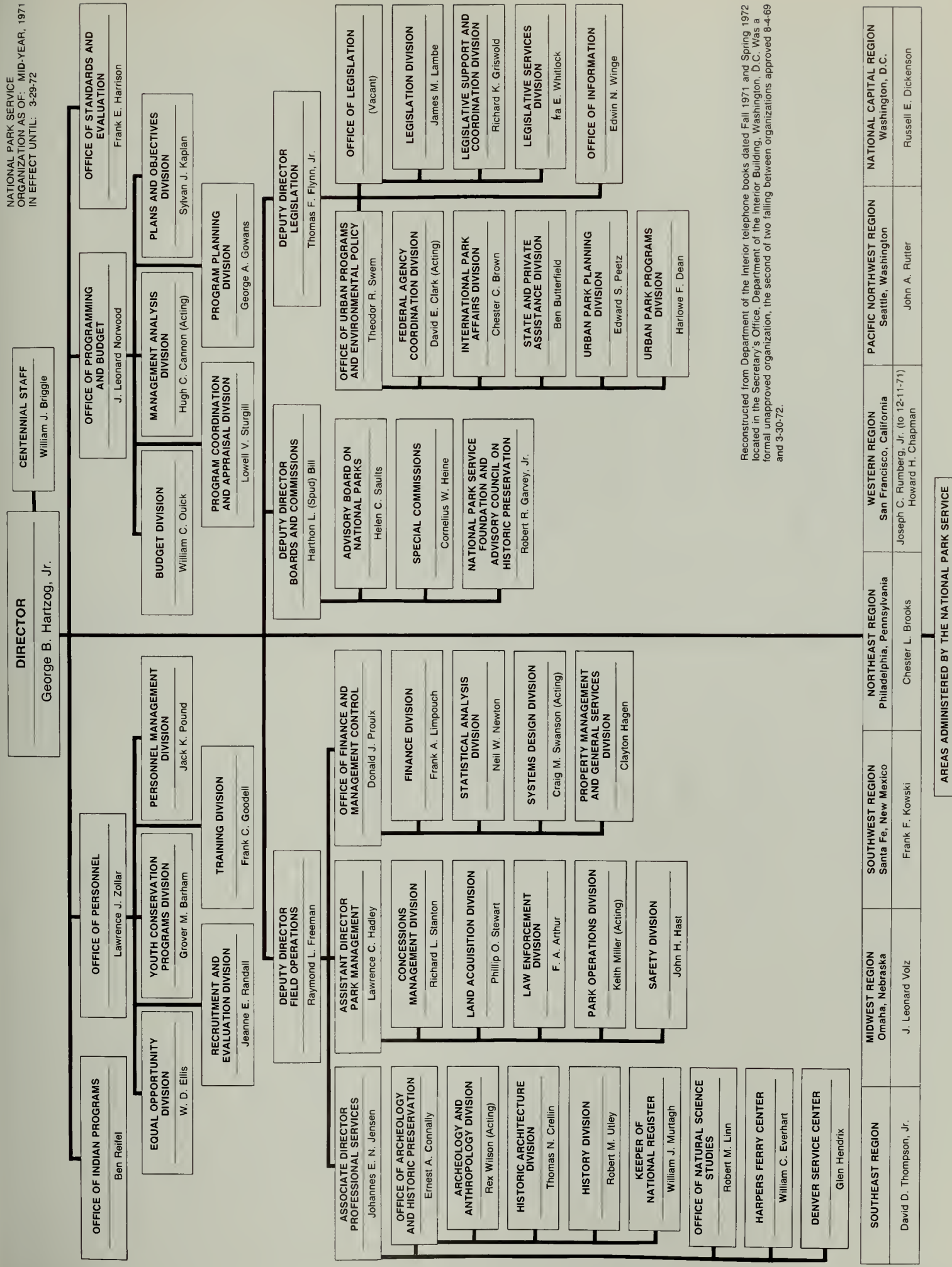


CHART 31

A different configuration of offices reporting directly to the Director which also included the budget function. There were three Deputy Directors. The Pacific Northwest Regional Office was established. Note the number of functional entities titled Offices reporting to the Director and the Deputy Directors.



Reconstructed from Department of the Interior telephone books dated Fall 1971 and Spring 1972 located in the Secretary's Office, Department of the Interior Building, Washington, D.C. Was a formal unapproved organization, the second of two falling between organizations approved 8-4-69 and 3-30-72.

CHART 32

Mr. Hartzog's last organization with one Deputy Director and
and four Associate Directors.

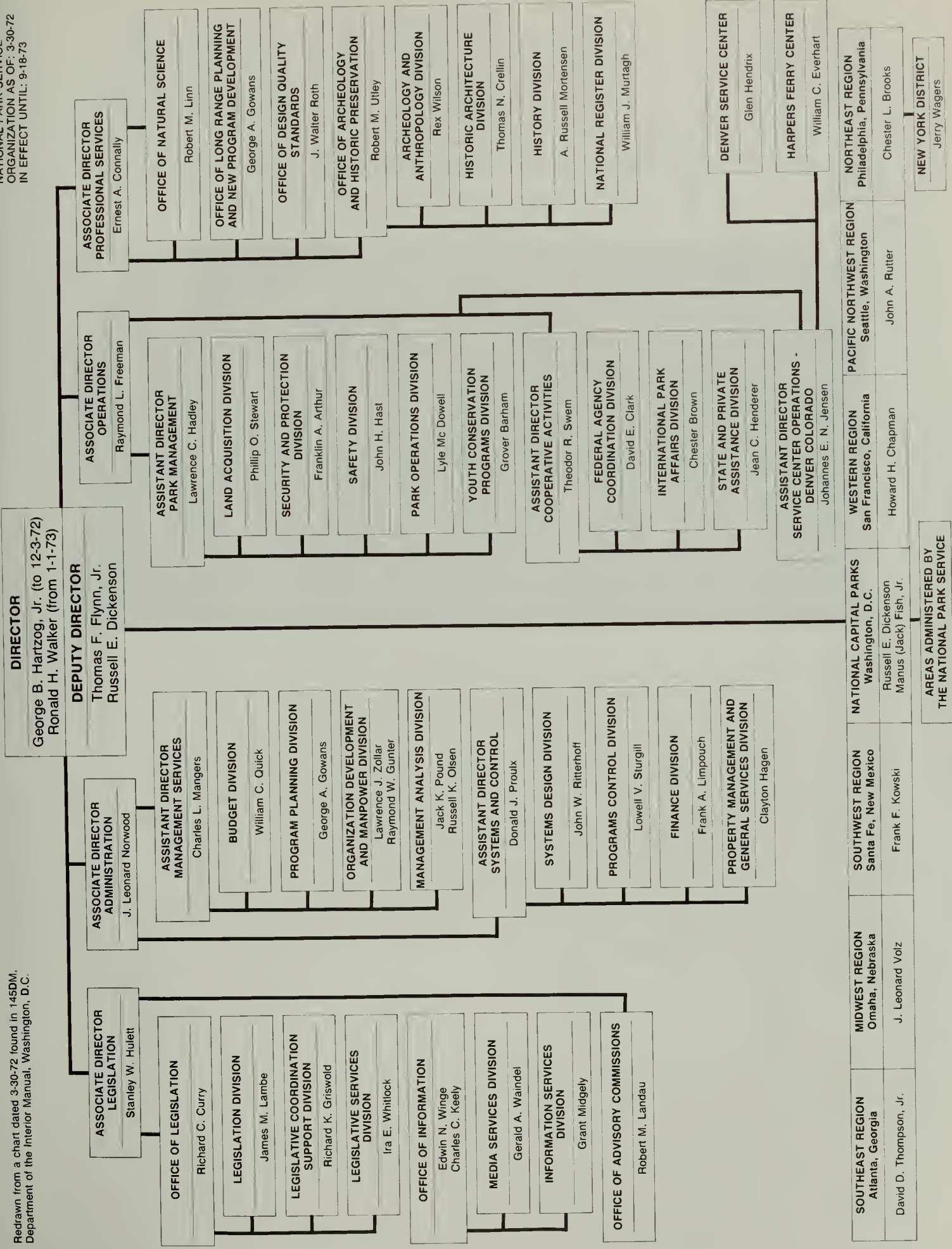


CHART 33

Mr. Walker's only organization with four Associate Directors and also showing the creation of additional regional offices.



Director Walker and his staff. Front row L to R: Howard H. Chapman, Regional Director, Western Region, San Francisco, California; Manus J. (Jack) Fish, Director, National Capital Parks; Jerry Wagers, Regional Director, North Atlantic Region, Boston, Massachusetts; Frank F. Kowski, Regional Director, Southwest Region, Santa Fe, New Mexico; Joseph C. Rumburg, Jr.; David D. Thompson, Jr., Regional Director, Southeast Region, Atlanta, Georgia; Ernest A. Connally, Associate Director, Professional Services; Richard C. Curry, Associate Director, Legislation; Back row L to R: Douglass Blaser, Assistant to the Director; Theodore Sudia, Chief Scientist; Lynn H. Thompson, Regional Director, Rocky Mountain Region; John E. Cook, Associate Director, Park System Management; Russell E. Dickenson, Deputy Director; J. Leonard Norwood, Associate Director, Administration; Merril D. (Dave) Beal, Regional Director, Midwest Region, Omaha, Nebraska; Chester L. Brooks, Regional Director, Mid-Atlantic Region, Philadelphia, Pennsylvania; John Rutter, Regional Director, Pacific Northwest Region, Seattle, Washington.

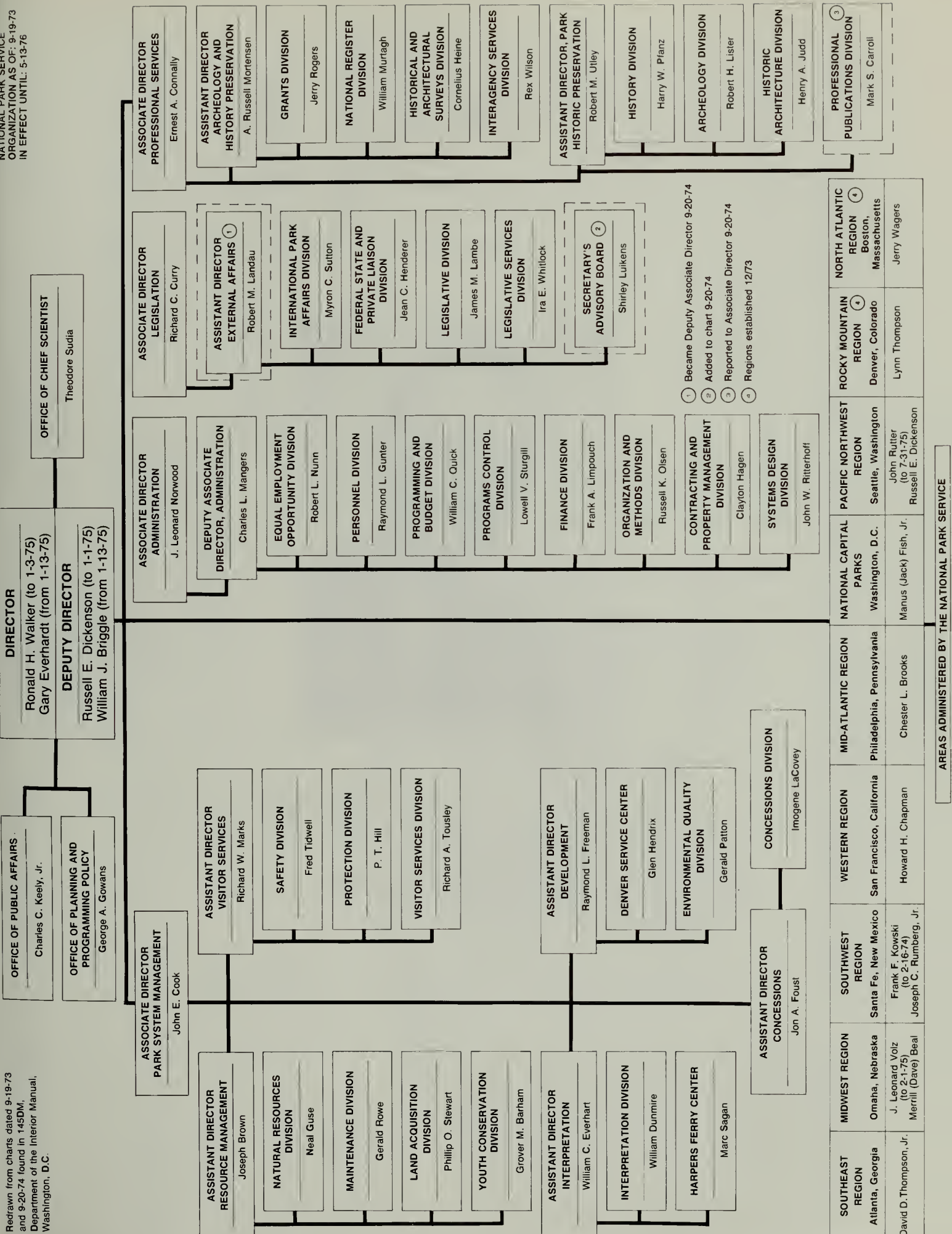
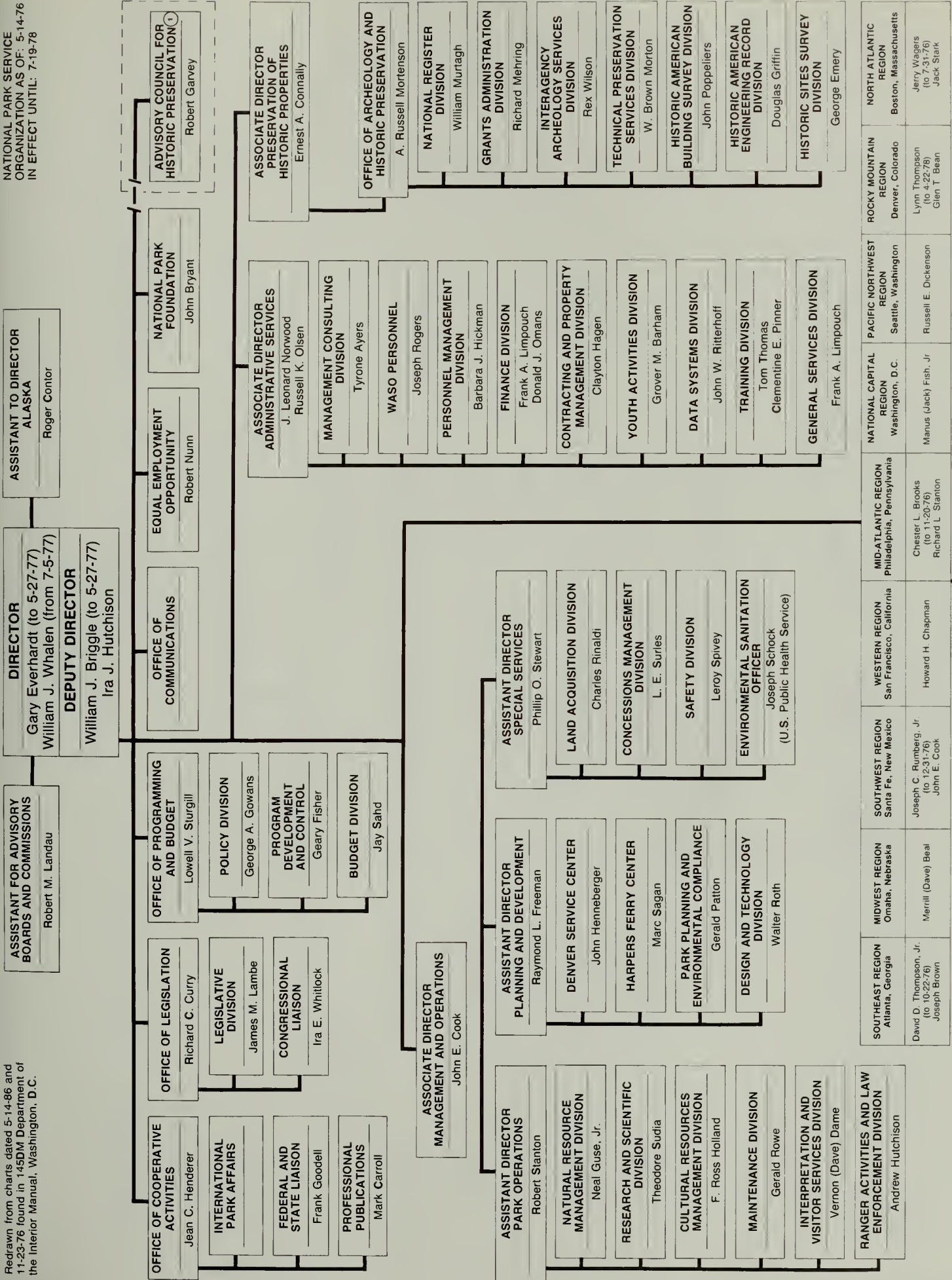


CHART 34

Mr. Everhardt's only organization with three Associate Directors and seven offices reporting directly to the Director. The Advisory Council on Historic Preservation became an independent agency in this period.



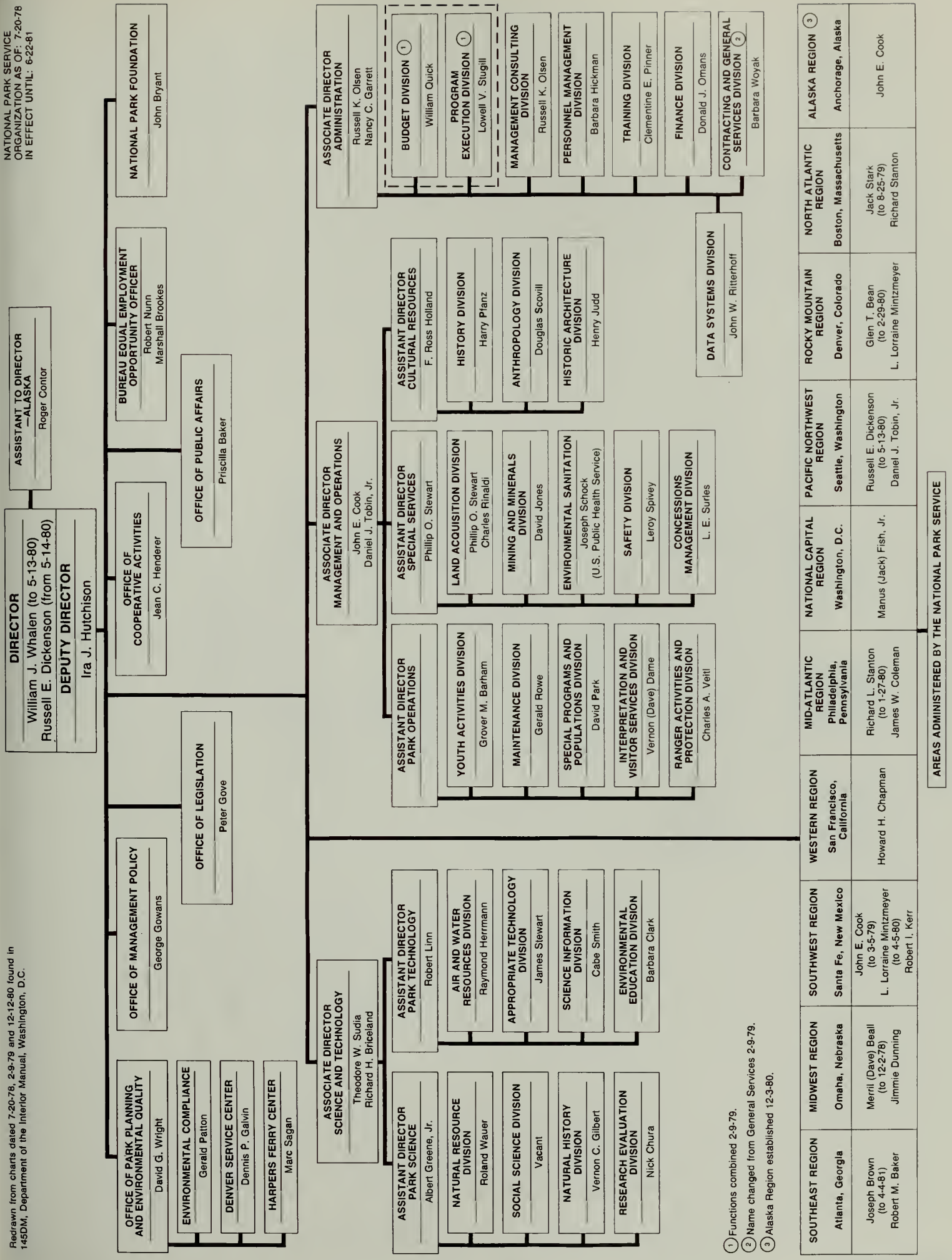
*Merrill D. (Dave) Beall,
Regional Director, Midwest
Region. A long time Natural-
ist, Deputy Regional Director
and Regional Director. His
last assignment was as
Superintendent, Great Smoky
Mountains National Park.*



AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

CHART 35

Mr. Whalen's only organization which continued the large number of offices reporting to the Director. There are three functional Associate Directors, one of which was a reconstituted Administrative Directorate. Alaska appears as a Regional Office.



① Functions combined 2-9-79.
② Name changed from General Services 2-9-79.
③ Alaska Region established 12-3-80.

AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

CHART 36

An organization which reflects the return of the Heritage Conservation and Recreation Service functions to the National Park Service and adds two Associate Directors to accommodate the transfer.

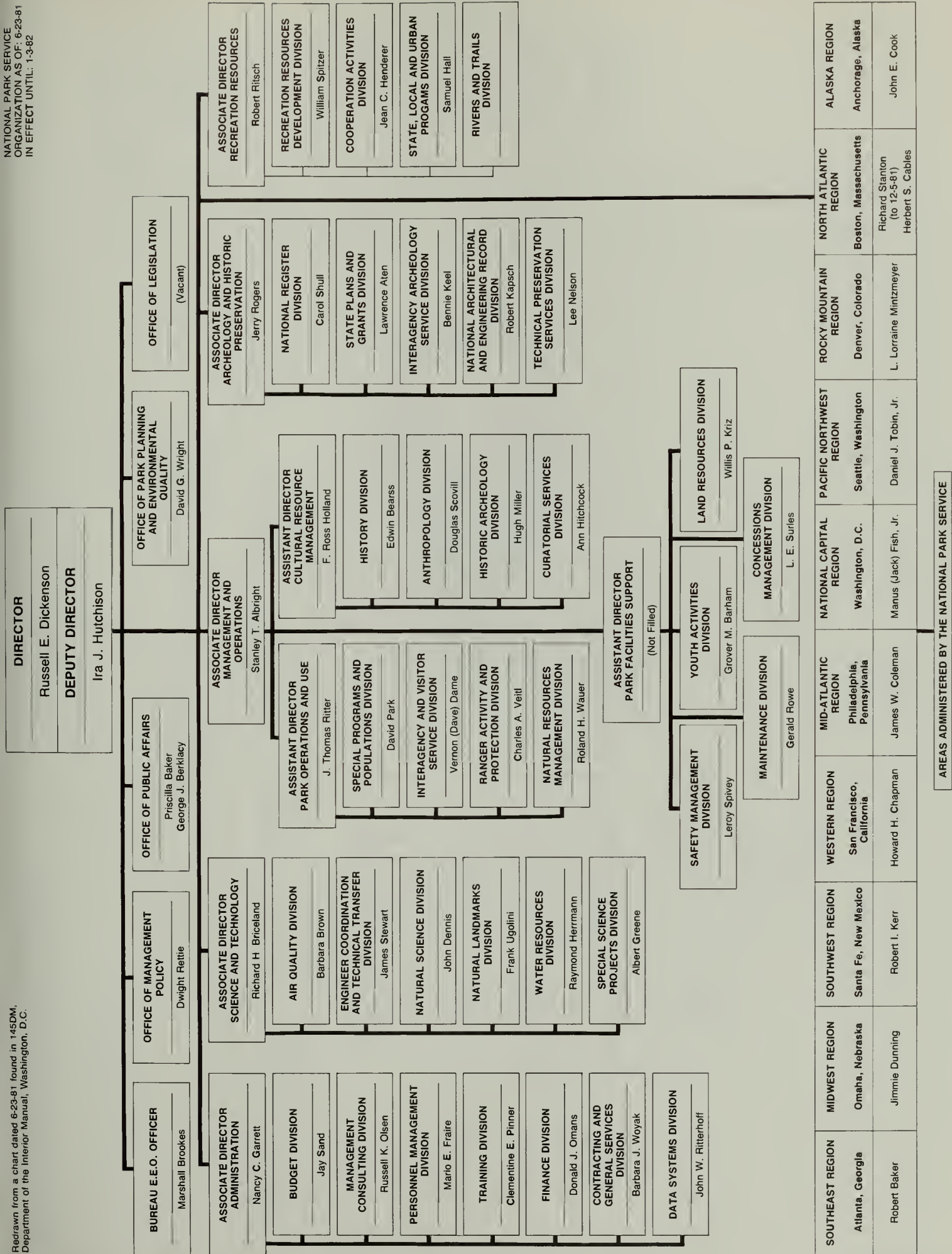


CHART 37

An organization which reflects two Deputy Directors, the former Heritage Conservation and Recreation Service functions, and a split of the Associate Director Administration functions into into two Assistant Directorships.



*Daniel J. (Jim) Tobin, Jr.,
Regional Director, Pacific
Northwest Region. A third
generation National Park
Service employee with a
varied career as a Superin-
tendent, Deputy Regional
Director, Associate
Director, Management and
Operations, and Regional
Director.*

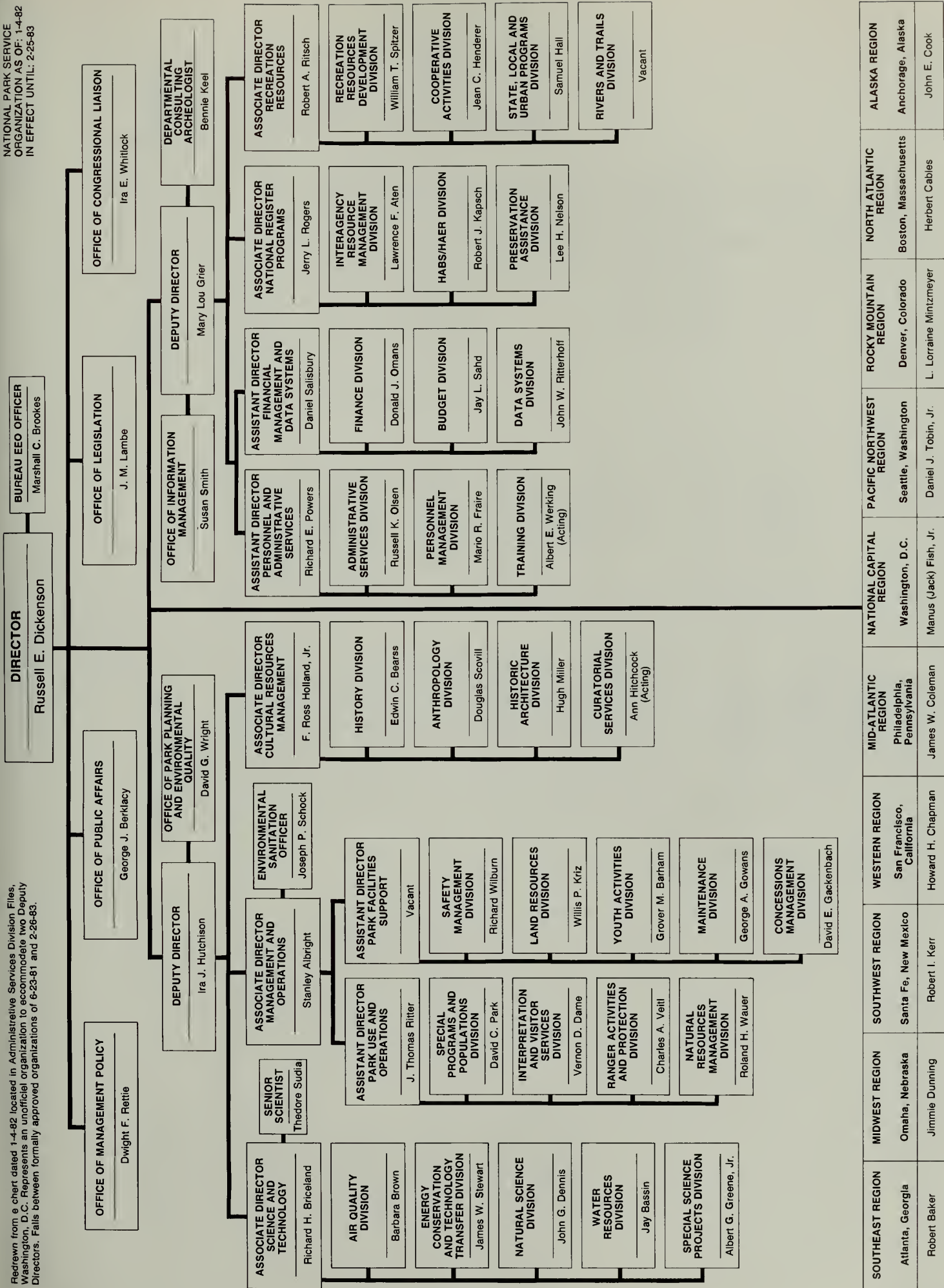


CHART 38

This organization currently in effect reflecting one Deputy Director and the joining of all historical functions (park and external) under one Associate Director for Cultural Resources.

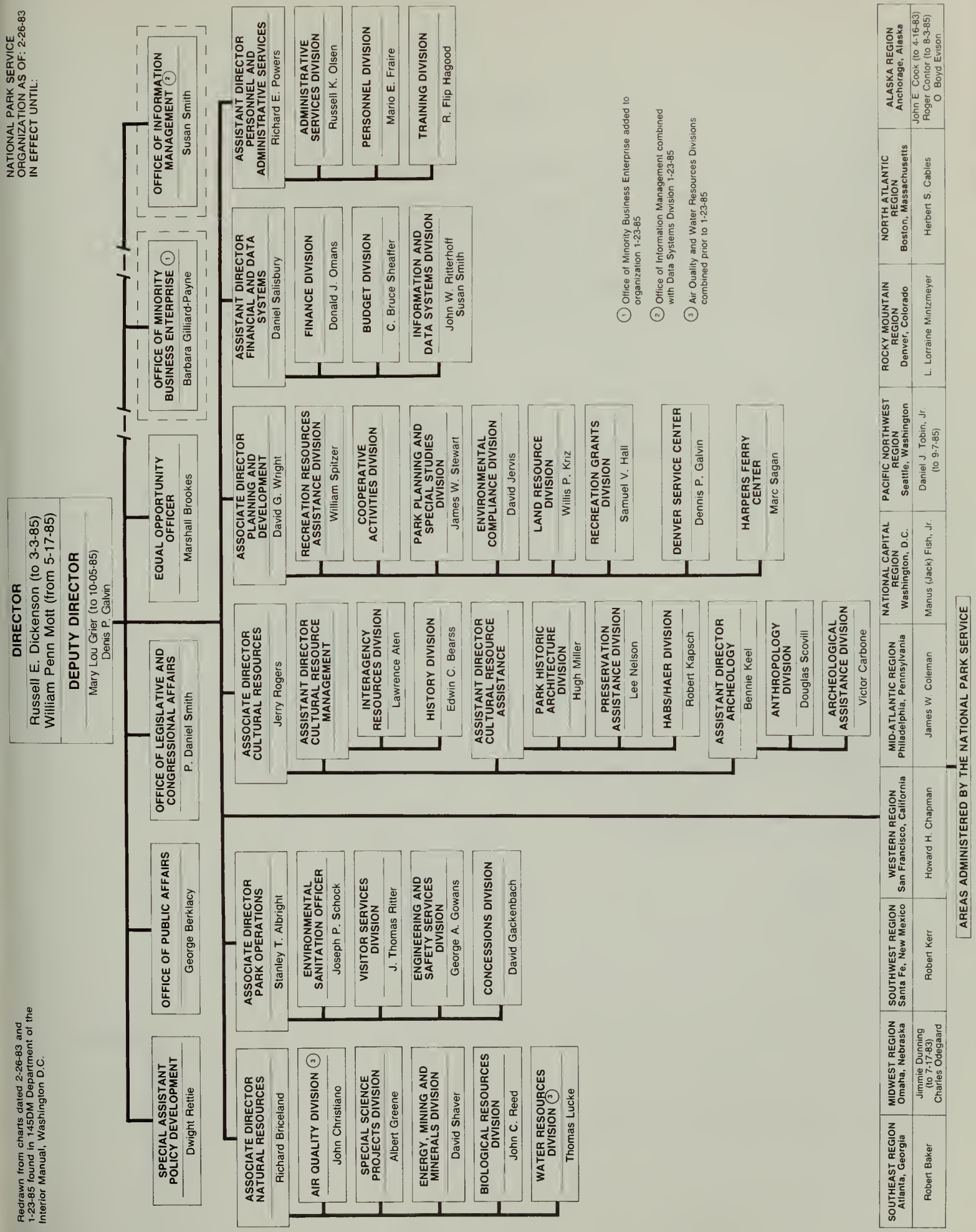
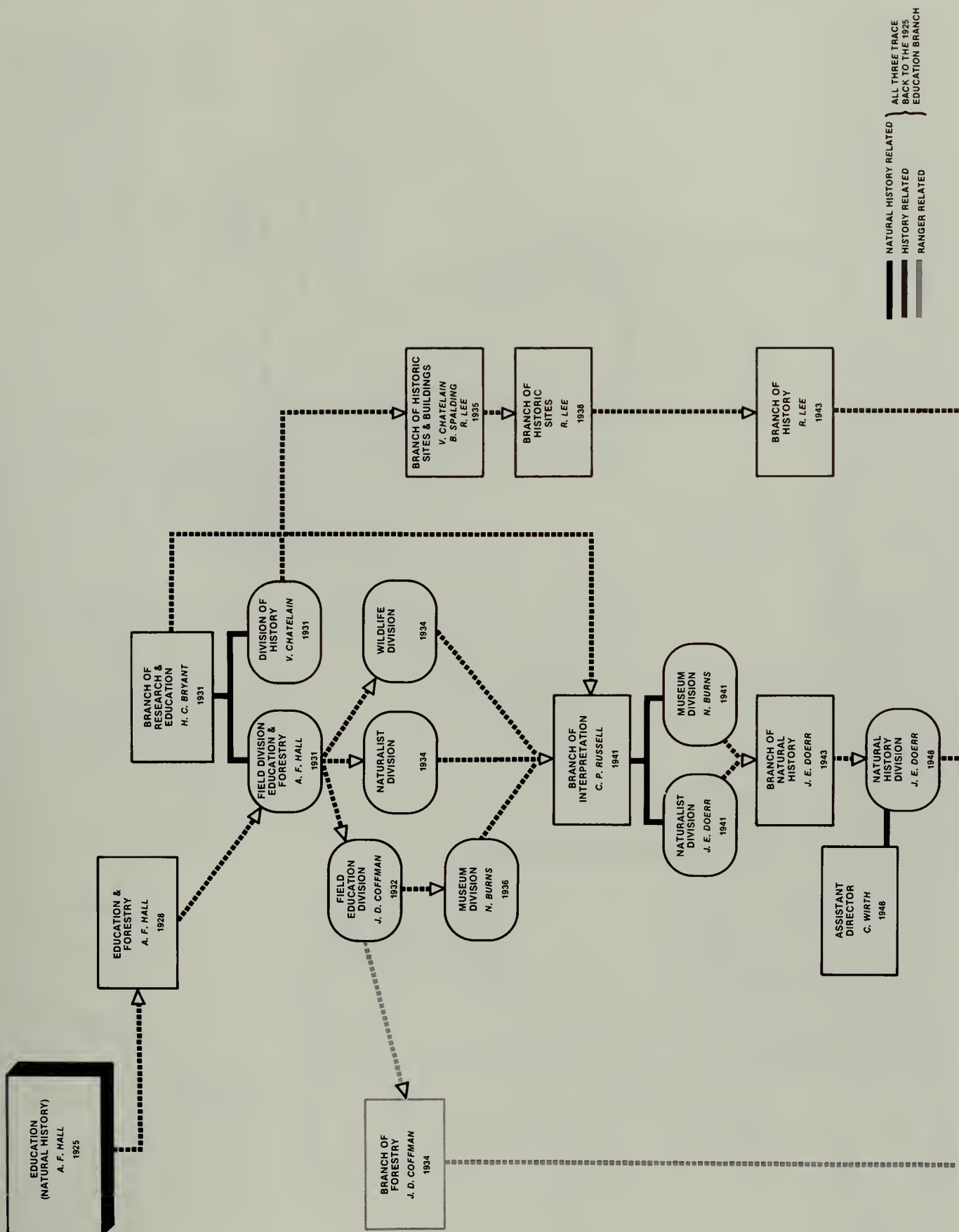


CHART 39

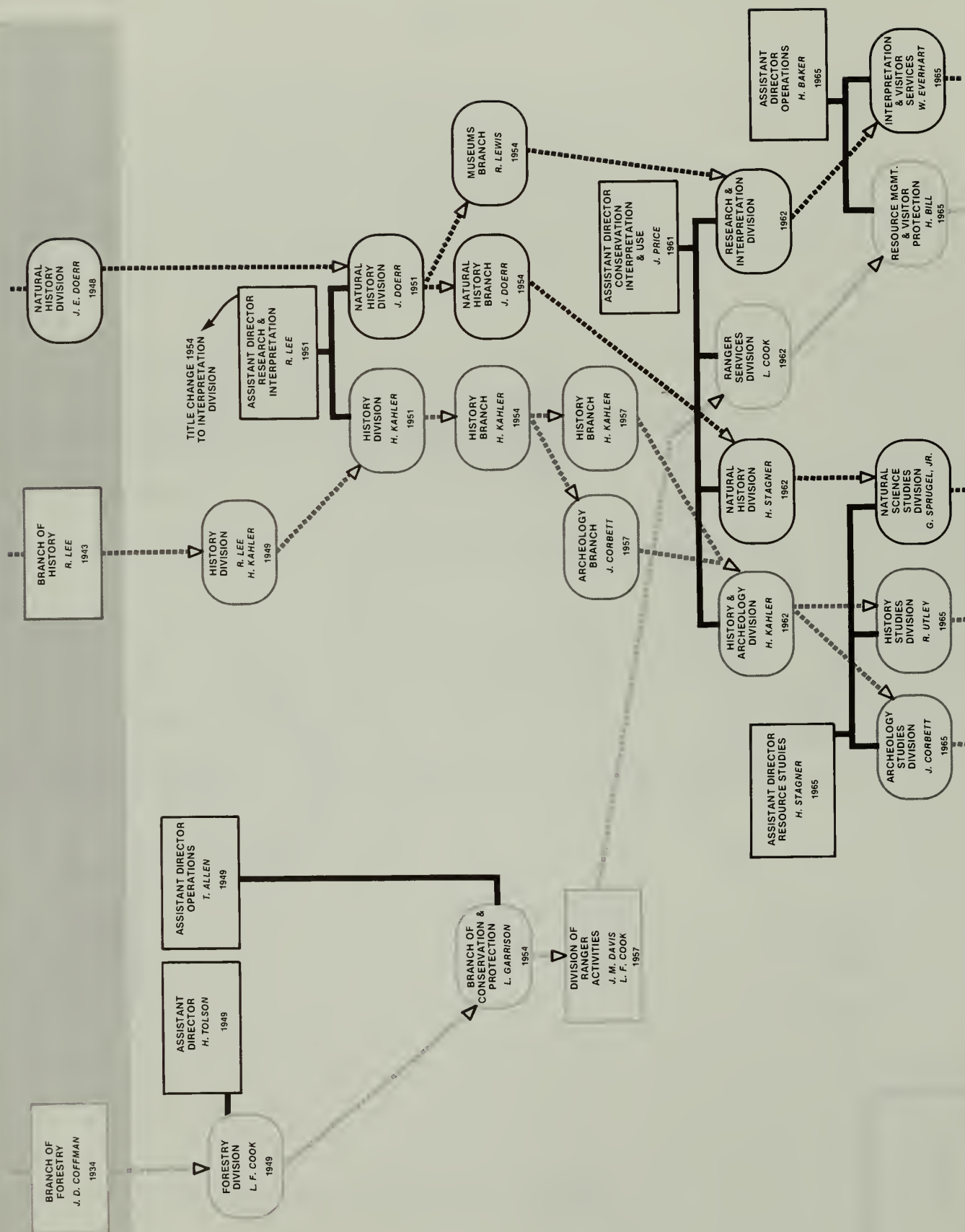
This chart is a graphic representation of the naturalist, ranger and historian functions from their beginnings in 1925 on the University of California, Berkeley Campus. The intertwining of these functions over the years can be related to both personalities, needs of the moment, and available people and dollars.

THE NATURALIST, RANGER & HISTORIAN LINE

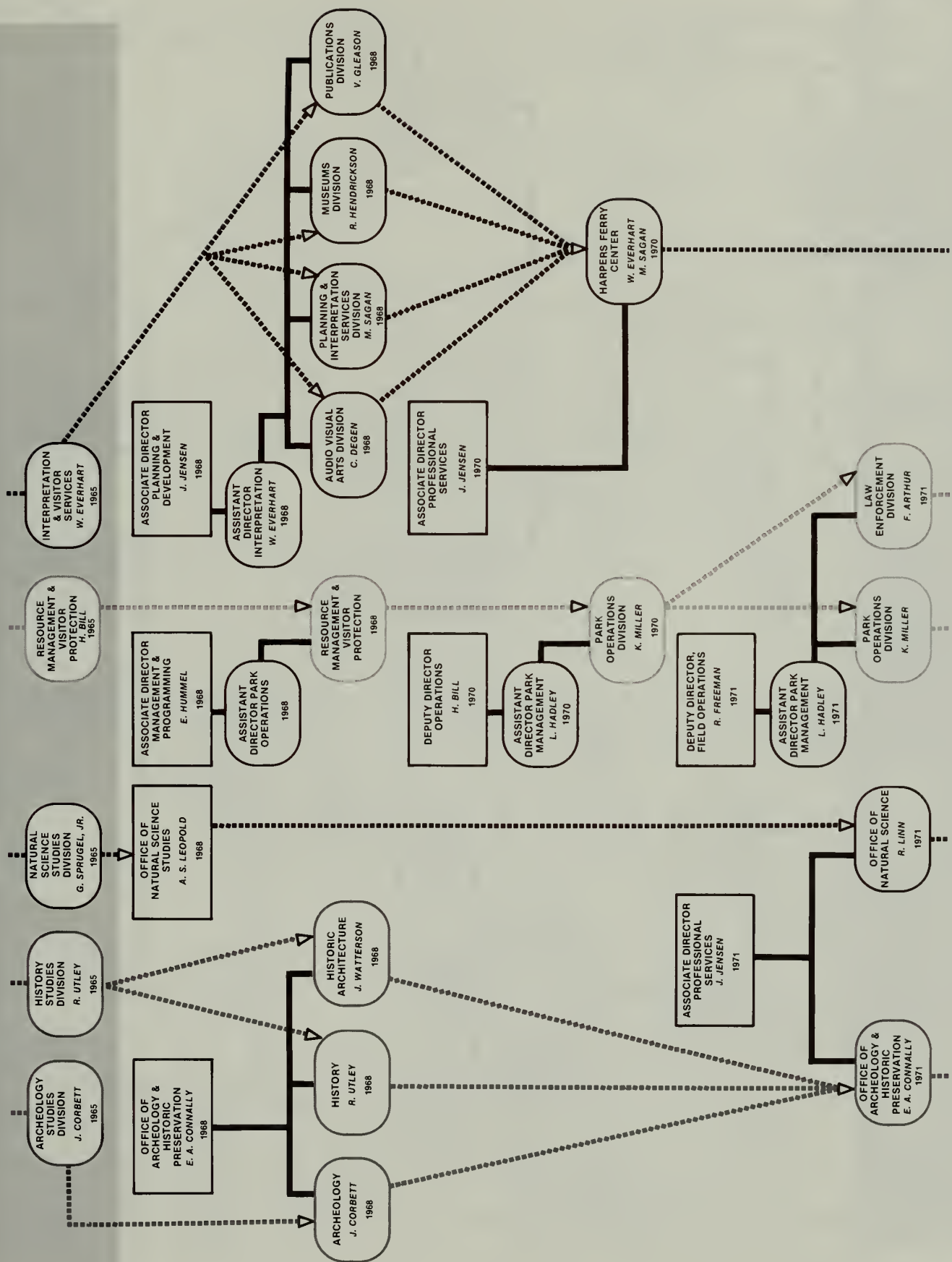


■ NATURAL HISTORY RELATED
 ■ HISTORY RELATED
 ■ RANGER RELATED
 } ALL THREE TRACE BACK TO THE 1925 EDUCATION BRANCH

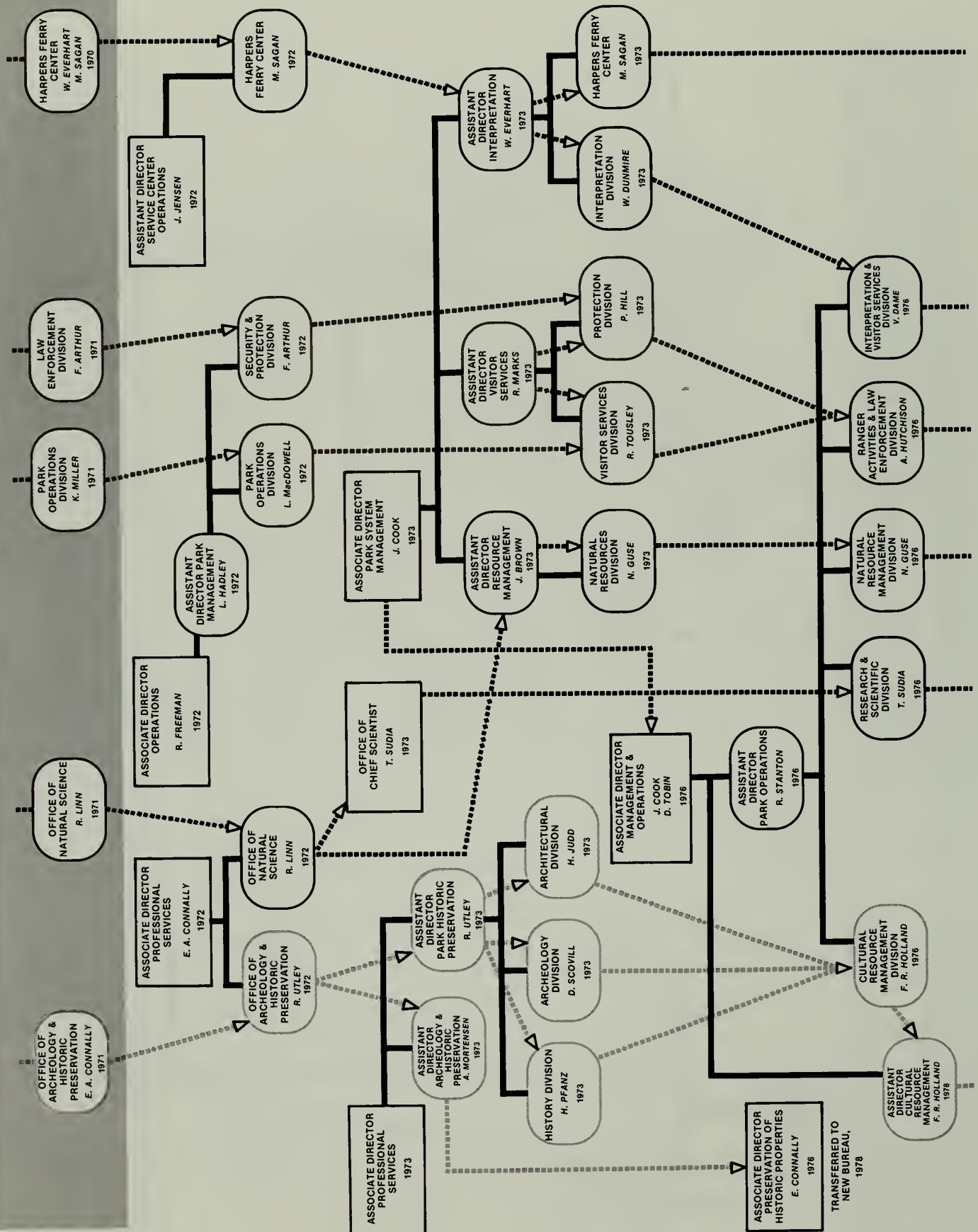
REPEAT AND CONTINUATION FROM PREVIOUS CHART



REPEAT AND CONTINUATION FROM PREVIOUS CHART



REPEAT AND CONTINUATION FROM PREVIOUS CHART



The organizational chart illustrates the structure of the National Park Service from 1973 to 1983. It shows the hierarchy of divisions and offices, with solid lines indicating primary reporting and dashed lines indicating secondary or advisory roles.

Top Level:

- ASSISTANT DIRECTOR CULTURAL RESOURCE MANAGEMENT** (P. R. 1978)
- ASSOCIATE DIRECTOR SCIENCE & TECHNOLOGY** (T. SUDIA, R. BRICELAND, 1978)
- ASSOCIATE DIRECTOR MANAGEMENT & OPERATIONS** (S. ALBRIGHT, 1981)
- ASSOCIATE DIRECTOR CULTURAL RESOURCES** (J. RODGERS, 1982)
- ASSOCIATE DIRECTOR NATIONAL REGISTER PROGRAMS** (J. RODGERS, 1982)
- ASSOCIATE DIRECTOR PARK OPERATIONS** (S. ALBRIGHT, 1983)
- ASSOCIATE DIRECTOR CULTURAL RESOURCES** (J. RODGERS, 1983)

Divisions and Offices:

- RESEARCH & SCIENTIFIC DIVISION** (T. SUDIA, 1976)
- INTERPRETATION & VISITOR SERVICES DIVISION** (V. DAME, 1976)
- RANGER ACTIVITIES & LAW ENFORCEMENT DIVISION** (A. HUTCHINSON, 1976)
- NATURAL RESOURCE MGMT DIV** (N. GUSE, 1976)
- HARBERS FERRY CENTER** (M. SAGAN, 1973)
- HISTORIC ARCHITECTURE DIVISION** (H. JUDD, 1978)
- ANTHROPOLOGY DIVISION** (D. SCOVILL, 1978)
- HISTORY DIVISION** (H. PFANZ, 1978)
- SPECIAL PROGRAMS & POPULATION DIVISION** (D. PARK, 1978)
- INTERPRETATION & VISITOR SERVICES DIVISION** (V. DAME, 1976)
- RANGER ACTIVITIES & PROTECTION DIVISION** (C. VEITL, 1978)
- NATURAL RESOURCE DIVISION** (R. WAUER, 1978)
- NATURAL SCIENCE DIVISION** (J. DENNIS, 1981)
- PRESERVATION ASSISTANCE DIVISION** (L. NELSON, 1982)
- CURATORIAL SERVICES DIVISION** (A. HITCHCOCK, 1982)
- HISTORIC ARCHITECTURE DIVISION** (H. MILLER, 1982)
- ANTHROPOLOGY DIVISION** (D. SCOVILL, 1982)
- HISTORY DIVISION** (E. BEARSS, 1982)
- PRESERVATION ASSISTANCE DIVISION** (L. NELSON, 1983)
- HISTORIC ARCHITECTURE DIVISION** (H. MILLER, 1983)
- ANTHROPOLOGY DIVISION** (D. SCOVILL, 1983)
- HISTORY DIVISION** (E. BEARSS, 1983)
- VISITOR SERVICES DIVISION** (T. RITTER, 1983)
- BIOLOGICAL RESOURCES DIVISION** (J. REED, 1983)

Transfers and Reassignments:

- TRANSFER TO NPS AFTER DISESTABLISHMENT HCERS** (J. ROGERS, 1981)
- ASSOCIATE DIRECTOR ARCHEOLOGY & HISTORIC PRESERVATION** (J. ROGERS, 1981)
- ASSOCIATE DIRECTOR NATIONAL REGISTER PROGRAMS** (J. ROGERS, 1982)
- ASSOCIATE DIRECTOR CULTURAL RESOURCES** (J. RODGERS, 1982)
- ASSOCIATE DIRECTOR CULTURAL RESOURCES** (J. RODGERS, 1983)
- ASSOCIATE DIRECTOR PARK OPERATIONS** (S. ALBRIGHT, 1983)
- ASSOCIATE DIRECTOR CULTURAL RESOURCES** (J. RODGERS, 1983)

NATURALISTS, RANGERS & HISTORIANS

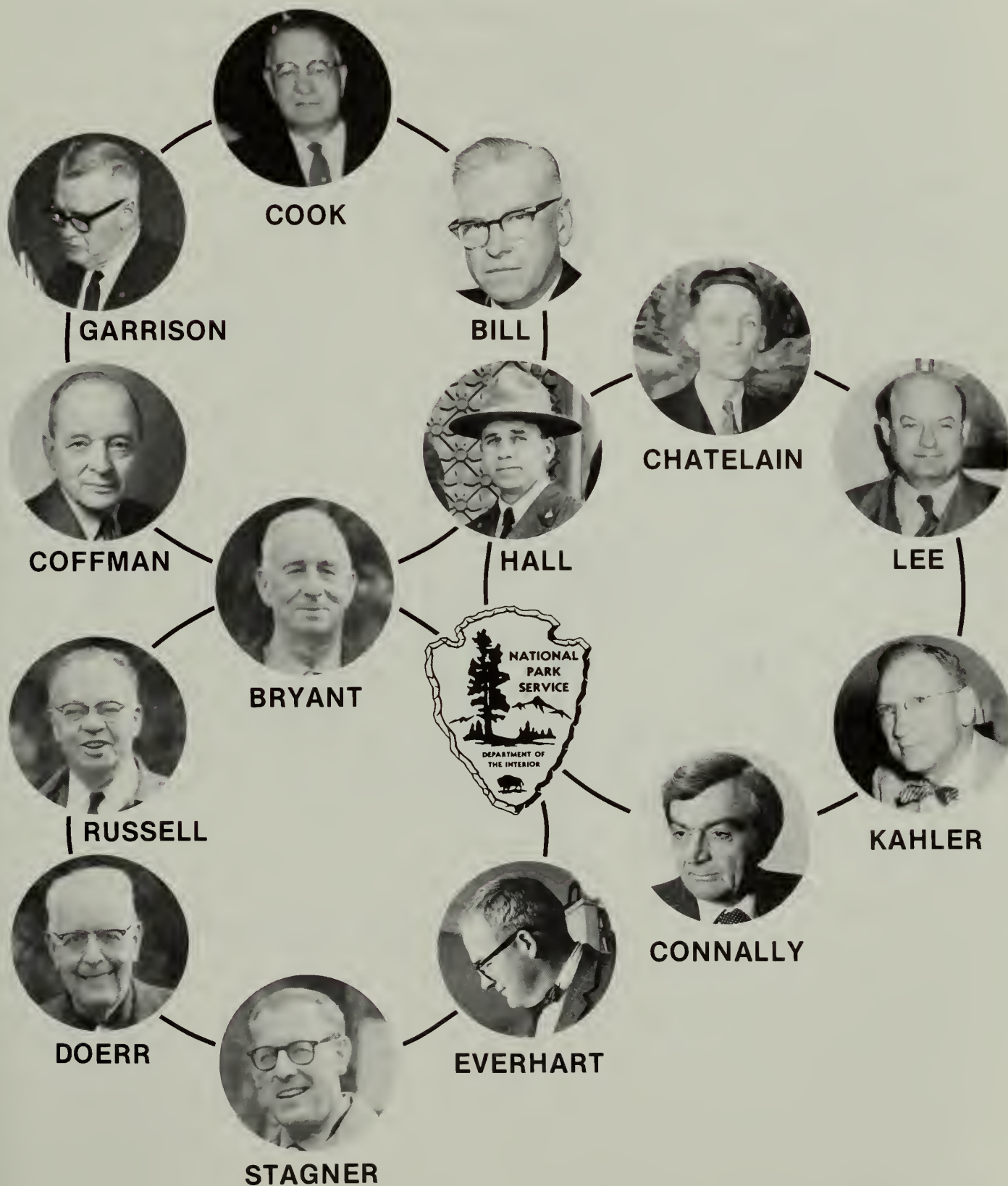


CHART 40

This chart is a graphic representation of the growth of the function from literally a one person shop to the highly technical, highly specialized function that administration has become. It also shows those areas of administration that Directors felt were personally important to them. The continuity is also interesting. Hillory Tolson was responsible for the function more than 25 years from 1933 until he retired, with the exception of a short period when he was the Regional Director in Santa Fe, New Mexico.

THE ADMINISTRATIVE LINE

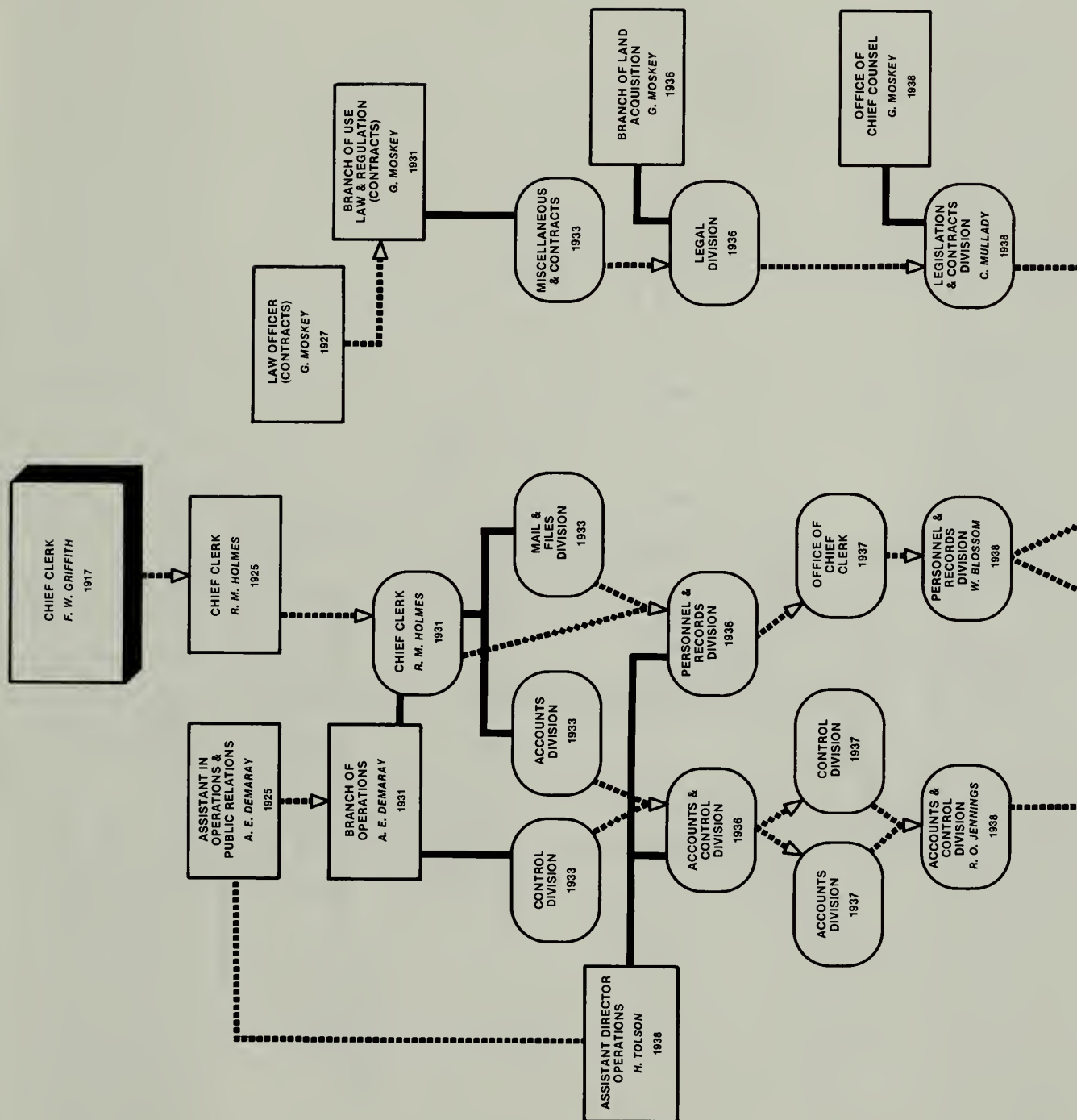
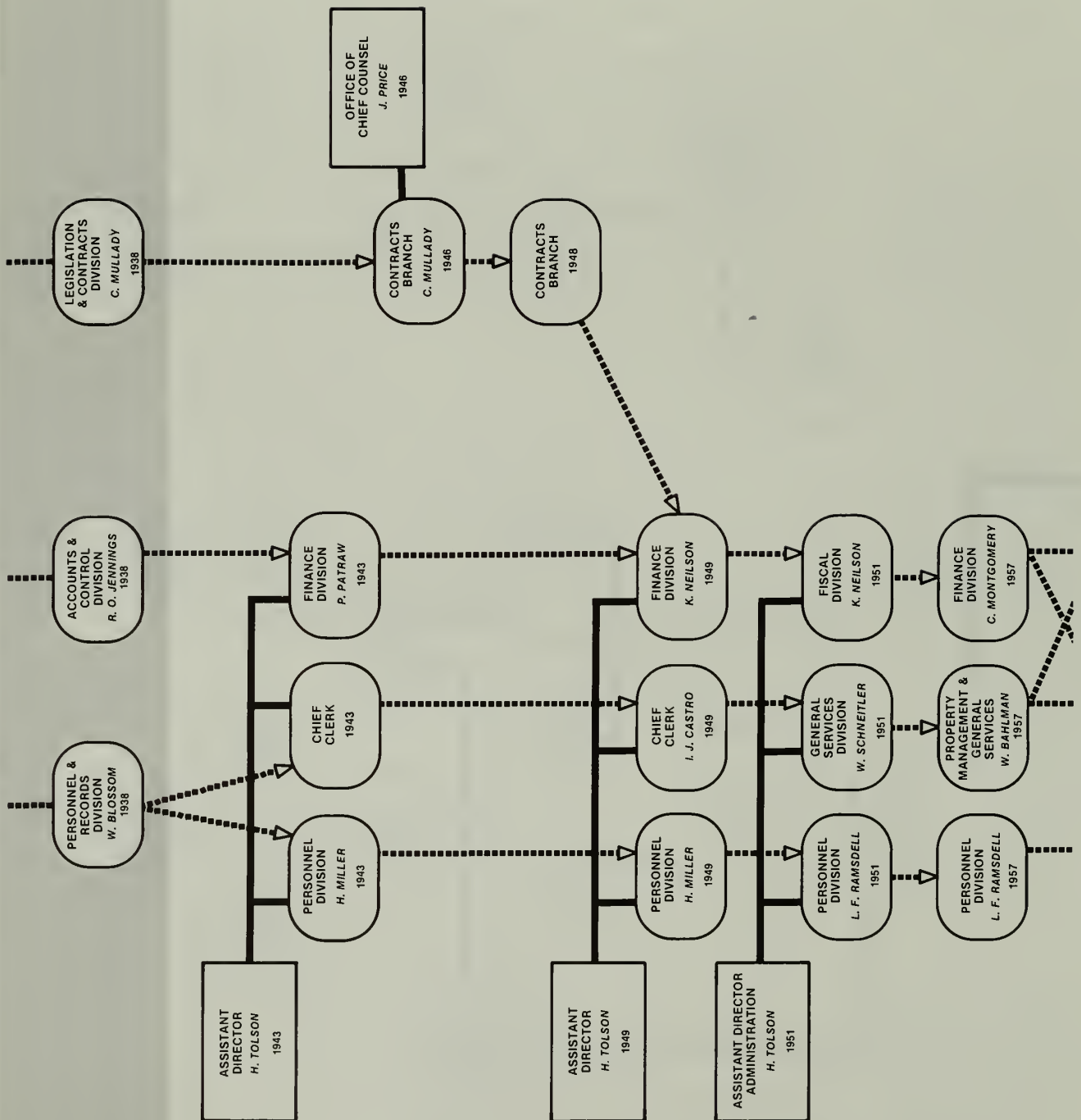
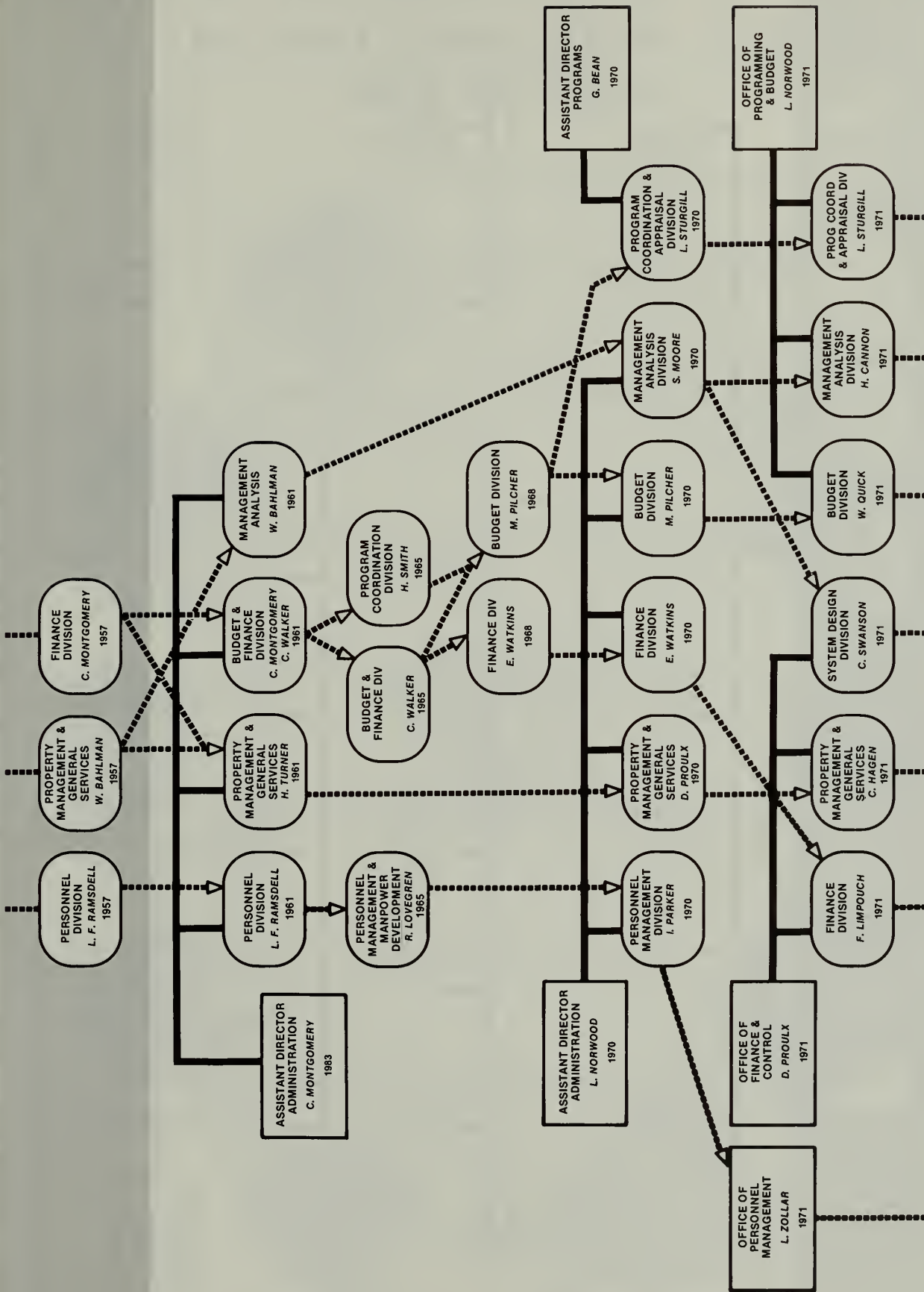


CHART 40

REPEAT AND CONTINUATION FROM PREVIOUS CHART



REPEAT AND CONTINUATION FROM PREVIOUS CHART



```

graph TD
    OPM[OFFICE OF PERSONNEL MANAGEMENT  
L. ZOLLAR  
1971] --- PMGS[PROPERTY MANAGEMENT & GENERAL SERVICES  
C. HAGEN  
1971]
    OPM --- MA[MANAGEMENT ANALYSIS  
DIVISION  
H. CANNON  
1971]
    OPM --- F[FINANCE  
DIVISION  
F. LIMPOUCH  
1971]
    OPM --- SD[SYSTEM DESIGN  
DIVISION  
C. SWANSON  
1971]
    OPM --- B[BUDGET  
DIVISION  
W. QUICK  
1971]
    OPM --- PCA[PROGRAM COORDINATION & APPRAISAL  
DIVISION  
L. STURGILL  
1971]
  
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OFFICE OF PERSONNEL MANAGEMENT
L. ZOLLAR
1971

PROPERTY MANAGEMENT & GENERAL SERVICES
C. HAGEN
1971

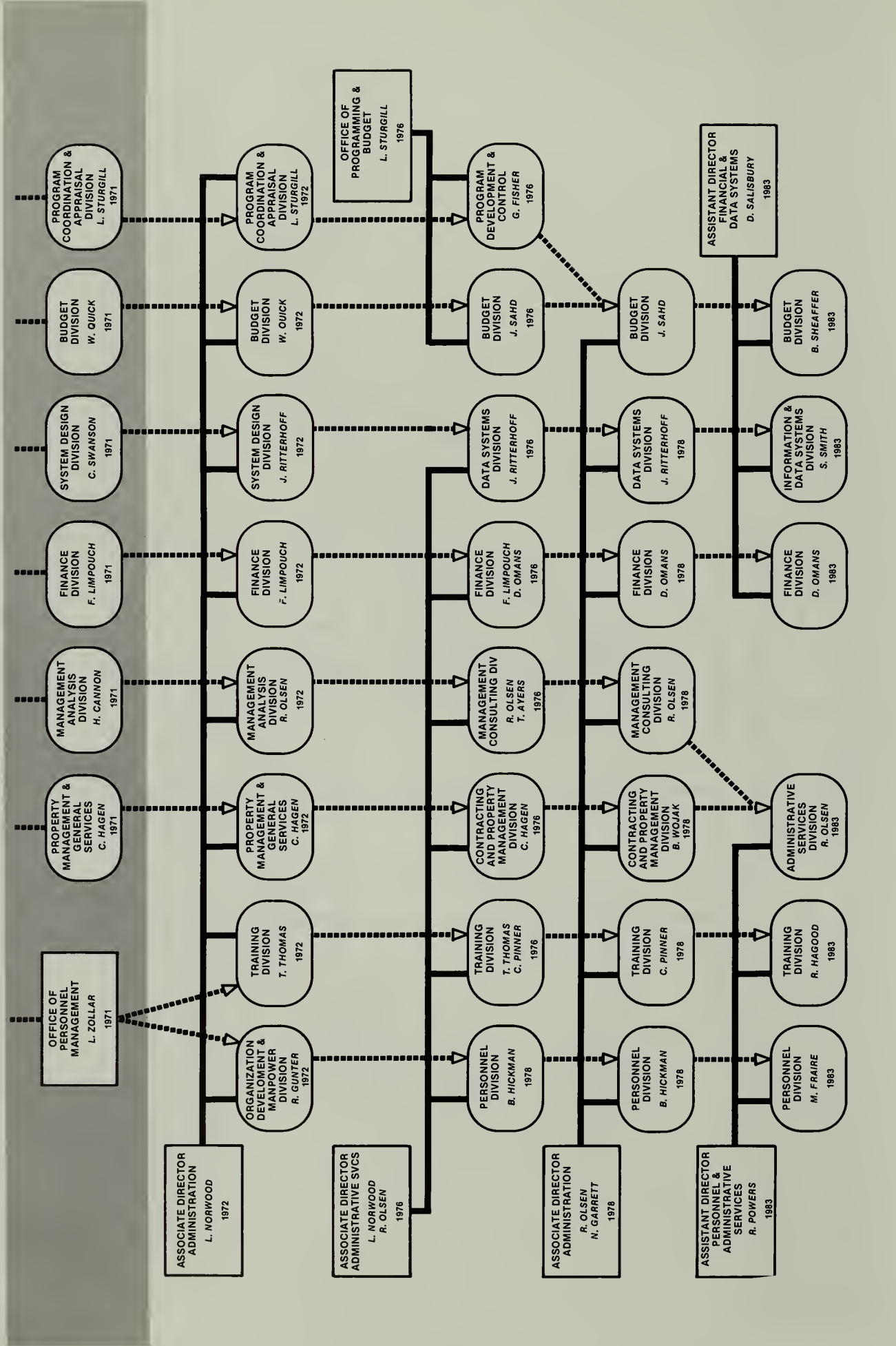
MANAGEMENT ANALYSIS
DIVISION
H. CANNON
1971

FINANCE
DIVISION
F. LIMPOUCH
1971

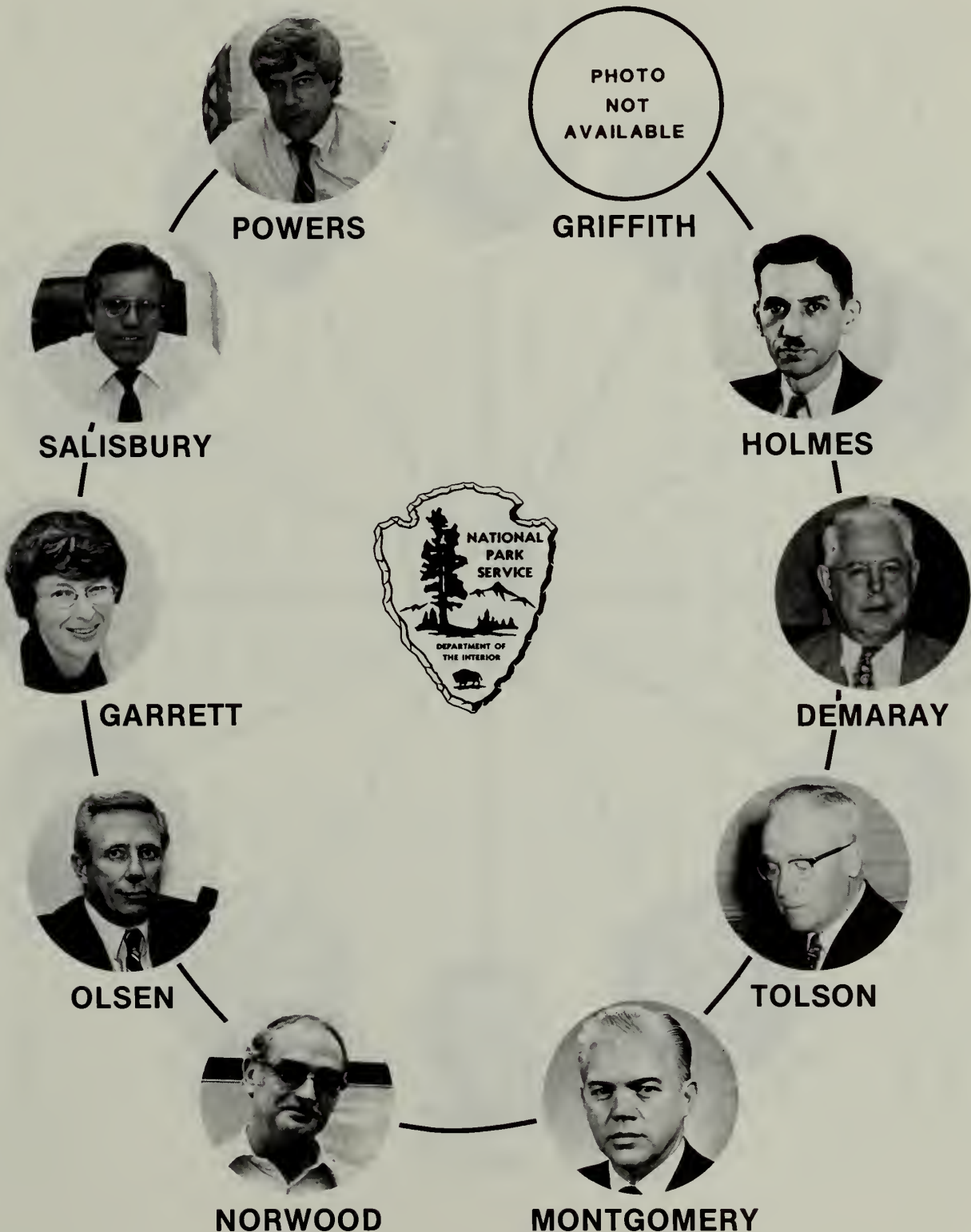
SYSTEM DESIGN
DIVISION
C. SWANSON
1971

BUDGET
DIVISION
W. QUICK
1971

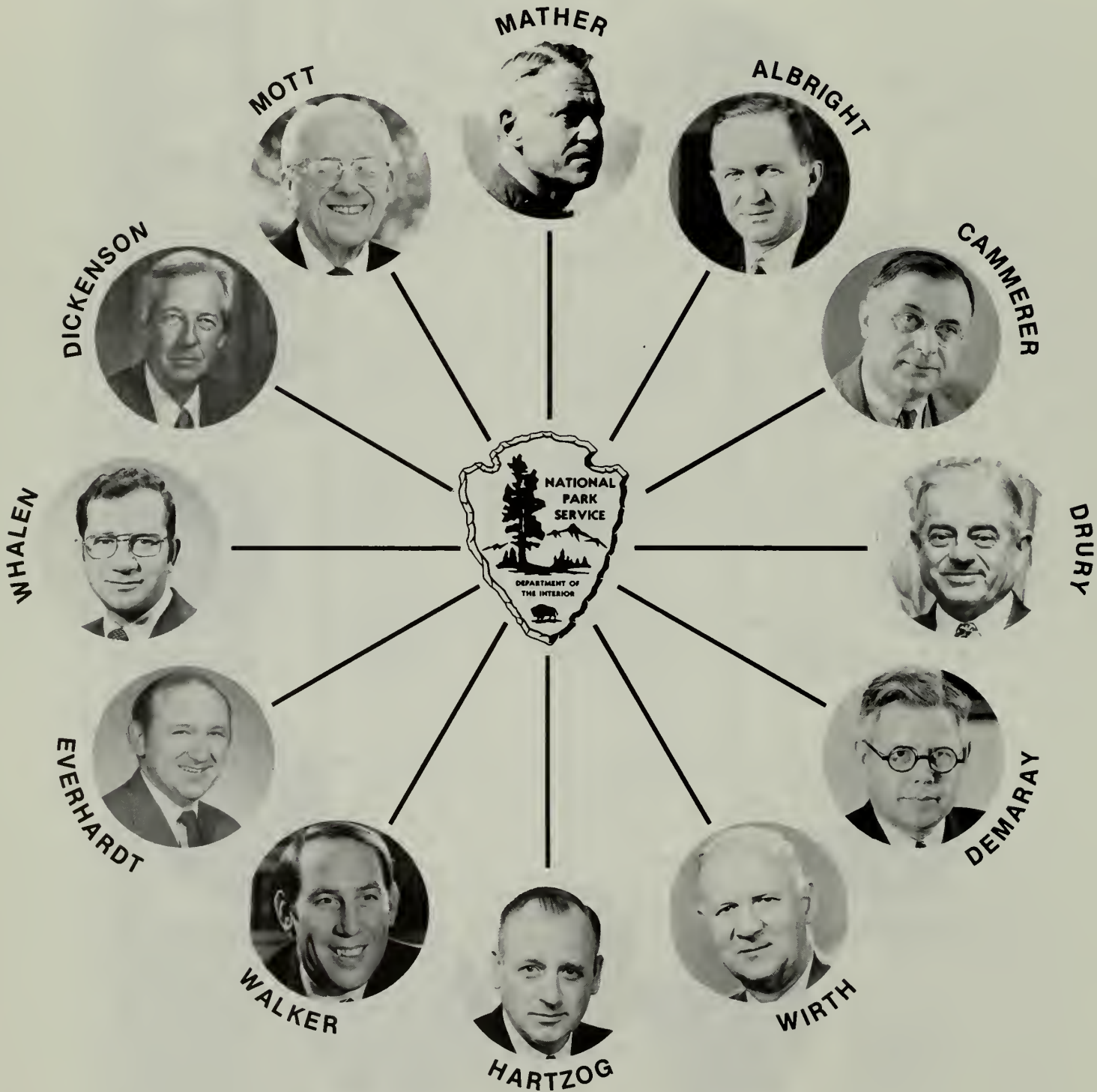
PROGRAM COORDINATION & APPRAISAL
DIVISION
L. STURGILL
1971



SENIOR ADMINISTRATIVE OFFICERS OF THE NATIONAL PARK SERVICE 1917 TO 1985



DIRECTORS OF THE NATIONAL PARK SERVICE 1917-1985



KEY STAFF OFFICIALS BY DIRECTORS TENURE

<u>DIRECTORS TENURE</u>	<u>NAME</u>	<u>TITLE</u>	<u>FROM</u>	<u>TO</u>
05-16-17	01-08-29	Stephen T. Mather	Director	
		Horace M. Albright	Assistant Director	05-09-17
		Arno B. Cammerer	Assistant/Associate Director	07-03-19
		Arthur E. Demaray	Assistant to Director	12-30-24
		Horace M. Albright	Assistant Director (Field)	08-05-26
		George A. Moskey	Assistant to Director, Use, Law & Regulations	12-01-27
		Washington B. Lewis	Assistant to Director, Land Planning	08-01-28
01-12-29	08-09-33	Horace M. Albright	Director	
		Arno B. Cammerer	Associate Director	08-09-33
		Arthur E. Demaray	Assistant Director, Operations ^{1/}	08-09-33 ^{2/}
		George A. Moskey	Assistant Director, Use, Law & Regulations	
		Washington B. Lewis	Assistant Director, Land Planning	
		Harold C. Bryant	Assistant Director, Research & Education	07-01-30
		Conrad L. Wirth	Assistant Director, Lands	02-06-31
08-10-33	08-09-40	Arno B. Cammerer	Director	
		Arthur E. Demaray	Associate Director	08-10-33
		George A. Moskey	Assistant Director, Land Acquisition and Regulation	08-01-38 ^{3/}
		Harold C. Bryant	Assistant Director, Research & Education	08-01-38 ^{3/}
		Conrad L. Wirth	Assistant Director, Recreational Land Planning	08-01-38 ^{3/}

^{1/} Until 1951 Operations were those functions known today as Administration, i.e., Finance, Accounts, General Services, etc.

^{2/} Period 08/10/33 to 02/23/34 National Park Service was known as Office of National Parks, Buildings and Reservations.

^{3/} In August 1938 all Assistant Director positions were abolished, with the exception of Hillory Tolson in 1943 and Conrad Wirth in 1950 they did not reappear until 1951.

<u>DIRECTORS</u>	<u>TENURE</u>	<u>NAME</u>	<u>TITLE</u>	<u>FROM</u>	<u>TO</u>
		Hillory A. Tolson	Assistant Director, Operations	10-09-33	07-01-38
		Charles A. Peters	Assistant Director, Building Management	10-10-35	08-10-38
		Verne E. Chatelain	Assistant Director, Historic Sites & Buildings (Acting)	10-10-35	09-15-36
		Branch Spalding	Assistant Director, Historic Sites & Buildings (Acting)	09-15-36	05-16-38
		Ronald F. Lee	Assistant Director, Historic Sites	05-16-38	08-01-38
		George A. Moskey	Office of Chief Counsel	08-10-38	-----
08-20-40	03-31-51	Newton B. Drury	Director	-----	03-31-51
		Arthur E. Demaray	Associate Director	-----	06-30-44
		George A. Moskey	Office of Chief Counsel	08-02-43	-----
		Hillory A. Tolson	Assistant Director	01-01-45	07-01-48
		Jackson E. Price	Office of Chief Counsel	12-02-46	06-30-48
		S. Herbert Evison	Office of Information	06-25-50	03-31-51
		Conrad L. Wirth	Assistant Director		
04-01-51	12-08-51	Arthur E. Demaray	Director	04-01-51	12-08-51
		Conrad L. Wirth	Associate Director	-----	-----
		Hillory A. Tolson	Assistant Director	04-01-51	-----
		Ronald F. Lee	Assistant Director		
12-09-51	01-07-64	Conrad L. Wirth	Director		
		Hillory A. Tolson	Assistant Director, Administration	-----	12-28-63
		Ronald F. Lee	Assistant Director, Research & Interpretation	-----	12-02-54
		Jackson E. Price	Office of Chief Counsel	05-23-51	09-10-54 ^{4/}
		Thomas J. Allen	Assistant Director, Operations	12-09-51	05-06-56

^{4/} In succeeding years all legal work to be done by the Departmental Solicitors Office.

<u>DIRECTORS</u>	<u>TENURE</u>	<u>NAME</u>	<u>TITLE</u>	<u>FROM</u>	<u>TO</u>
		Eivind T. Scoyen	Associate Director	01-17-56	01-07-62
		Jackson E. Price	Assistant Director, Operations	05-07-56	-----
		Thomas C. Vint	Assistant Director, Design & Construction	10-11-61	11-09-61
		Ben H. Thompson	Assistant Director, Resource Planning	10-15-61	-----
		Daniel B. Beard	Assistant Director, Public Affairs	10-15-61	07-06-63
		A. Clark Stratton	Assistant Director, Design & Construction	11-10-61	01-07-64
		George B. Hartzog	Associate Director	02-18-63	01-07-64
		Theodor R. Swem	Assistant Director, Cooperative Activities	01-05-64	-----
01-08-64	12-03-72	George B. Hartzog, Jr.	Director		
		Jackson E. Price	Assistant Director, Specialized Services	-----	11-05-66
		Theodor R. Swem	Assistant Director, Cooperative Activities	-----	03-30-72
		Clarence P. Montgomery	Deputy Assistant Director, Administration	01-05-64	10-11-64
		A. Clark Stratton	Associate Director/Deputy Director	01-08-64	12-04-67
		Johannes E. N. Jensen	Assistant Director, Design & Construction	01-22-64	10-07-64
		Howard W. Baker	Assistant Director, Operations	02-16-64	01-29-67
		Howard R. Stagner	Deputy Assistant Director, Resource Studies	02-16-64	07-04-65
		Clarence P. Montgomery	Assistant Director, Administration	10-11-64	07-31-70
		Howard R. Stagner	Assistant Director, Resource Studies	07-04-65	06-15-68
		Charles E. Kreuger	Deputy Assistant Director, Design & Construction	01-30-66	10-07-67
		Robert R. Lovegren	Deputy Assistant Director, Administration	04-17-66	02-11-67
		Harthon L. (Spud) Bill	Deputy Assistant Director, Operations	04-24-66	12-04-66
		Edward A. Hummel	Assistant Director, Policy & Program Analysis	11-06-66	05-06-67
		Harthon L. (Spud) Bill	Assistant Director, Specialized Services.	12-04-66	12-04-67
		Robert M. Linn	Chief, Office of Natural Science Studies (Acting)	01-10-67	07-24-67

<u>DIRECTORS</u>	<u>TENURE</u>	<u>NAME</u>	<u>TITLE</u>	<u>FROM</u>	<u>TO</u>
		Raymond L. Freeman	Deputy Assistant Director, Cooperative Activities	01-15-67	05-05-68
		Leslie P. Arnberger	Deputy Assistant Director, Operations	01-29-67	08-24-68
		Howard W. Baker	Associate Director	01-30-67	05-01-68
		Luis Gastellum	Deputy Assistant Director, Administration	02-12-67	06-14-70
		Edward A. Hummel	Assistant Director, Operations	05-07-67	12-04-67
		Ernest A. Connally	Chief, Office of Archeology and Historic Preservation	06-19-67	03-01-72
		Aldo Starker Leopold	Chief, Office of Natural Science Studies	07-24-67	06-01-68
		Glen T. Bean	Assistant Director, Policy & Program Analysis	07-17-67	10-22-69
		Johannes E. N. Jensen	Deputy Associate Director	10-08-67	05-04-68
		Charles E. Kreuger	Assistant Director, Design & Construction	10-08-67	05-03-69
		Edward A. Hummel	Assistant Director, Specialized Services	12-04-67	12-01-68
		Harthon L. (Spud) Bill	Deputy Director	12-05-67	02-27-72
		William C. Everhart	Assistant Director, Interpretation	01-14-68	01-11-70
		William S. Rosenberg	Deputy Assistant Director, Design & Construction	01-14-68	10-22-69
		Douglas H. Hubbard	Deputy Assistant Director, Interpretation	01-28-68	01-11-70
		Roger W. Allin	Deputy Assistant Director, Operations	02-25-68	04-19-69
		Johannes E. N. Jensen	Associate Director, Planning & Development	05-05-68	10-22-69
		Raymond L. Freeman	Deputy Associate Director	05-05-68	11-01-68
		Stanley C. Joseph	Deputy Assistant Director, Cooperative Activities	08-25-68	10-17-70
		Robert M. Linn	Chief, Office of Natural Science	06-01-68	12-01-68
		Robert Moore	Assistant Director, Operations	09-08-68	07-13-69
		Edward A. Hummel	Associate Director, Management & Programming	12-01-68	10-22-69
		Raymond L. Freeman	Deputy Associate Director, Planning and Development	12-01-68	11-01-69
		Benjamin Butterfield	Assistant Director, Travel & Information	01-26-69	07-01-71

DIRECTORS TENURE

<u>NAME</u>	<u>TITLE</u>	<u>FROM</u>	<u>TO</u>
Charles K. Boatner	Deputy Assistant Director, Travel & Information	02-16-69	11-14-70
John W. Ritterhoff	Deputy Assistant Director, Policy & Programming	05-18-69	03-01-72
Robert Moore	Assistant Director, Park Management	07-14-69	12-05-69
Thomas F. Flynn, Jr.	Deputy Director, Legislation and Cooperative Programs	10-23-69	03-01-72
Johannes E. N. Jensen	Associate Director, Professional Services	10-23-69	03-01-72
Edward A. Hummel	Assistant Director, Park Management	10-23-69	05-28-71
Glen T. Bean	Assistant Director, Programs	10-23-69	01-15-71
Raymond L. Freeman	Assistant Director, Design & Construction	11-02-69	03-01-71
J. Leonard Norwood	Deputy Assistant Director, Administration	05-03-70	10-17-70
Joseph Holt	Assistant Director, Legislation	08-17-70	03-23-71
Lawrence C. Hadley	Deputy Assistant Director, Park Management	08-23-70	05-28-71
J. Leonard Norwood	Assistant Director, Administration	10-18-70	03-01-72
Raymond L. Freeman	Deputy Director, Operations	03-03-71	03-01-72
Lawrence C. Hadley	Assistant Director, Park Management	05-28-71	-----
Joseph C. Rumburg, Jr.	Deputy Associate Director, Operations	01-01-72	-----
Johannes E. N. Jensen	Assistant Director, Service Center Operations	03-01-72	-----
Raymond L. Freeman	Associate Director, Operations	03-01-72	-----
Stanley W. Hulett	Associate Director, Legislation	03-01-72	12-31-72
J. Leonard Norwood	Associate Director, Administration	03-01-72	-----
Thomas F. Flynn, Jr.	Deputy Director	03-01-72	12-31-72
Charles L. Mangers	Assistant Director, Management Services	03-30-72	-----
Donald J. Proulx	Assistant Director, Systems & Control	03-30-72	-----
Ernest A. Connally	Associate Director, Professional Services	03-30-72	-----

<u>DIRECTORS</u>	<u>TENURE</u>	<u>NAME</u>	<u>TITLE</u>	<u>FROM</u>	<u>TO</u>
1-01-73	01-03-75	Ronald H. Walker	Director		
		Lawrence C. Hadley	Assistant Director, Park Management	-----	01-20-74
		Russell E. Dickenson	Deputy Director	01-14-73	01-01-75
		Raymond L. Freeman	Associate Director, Operations	-----	09-19-73
		J. Leonard Norwood	Associate Director, Administration	-----	-----
		Ernest A. Connally	Associate Director, Archeology & Historic Preservation	-----	-----
		Joseph C. Rumburg, Jr.	Deputy Associate Director, Operations	-----	09-19-73
		Johannes E. N. Jensen	Assistant Director, Service Center Operations	-----	12-31-72
		Donald J. Proulx	Assistant Director, Systems & Control	-----	08-30-73
		Charles L. Mangers	Assistant Director, Management Services	-----	09-19-73
		John E. Cook	Associate Director, Park System Management	01-01-73	-----
		Richard C. Curry	Associate Director, Legislation	01-01-73	-----
		Charles L. Mangers	Deputy Associate Director, Administration	09-19-73	01-01-75
		Raymond L. Freeman	Assistant Director, Development	09-19-73	-----
		Joseph Brown	Assistant Director, Resource Management	09-19-73	-----
		Richard W. Marks	Assistant Director, Visitor Services	09-19-73	-----
		William C. Everhart	Assistant Director, Interpretation	09-19-73	-----
		Jon Faust	Assistant Director, Concessions	09-19-73	-----
		Robert Landau	Assistant Director, External Affairs	09-19-73	01-01-75
		A. Russell Mortenson	Assistant Director, Archeology & Historic Preservation	09-19-73	01-01-75
		Robert M. Utley	Assistant Director, Park Historic Preservation	09-19-73	01-01-75
		Charles C. Keely, Jr.	Office of Public Affairs	09-19-73	12-30-75
01-13-75	05-27-77	Gary Everhardt	Director		
		William J. Briggie	Deputy Director	01-13-75	05-27-77

<u>DIRECTORS</u>	<u>TENURE</u>	<u>NAME</u>	<u>TITLE</u>	<u>FROM</u>	<u>TO</u>
		John E. Cook	Associate Director, Management & Operations	-----	01-16-77
		J. Leonard Norwood	Associate Director, Administration	-----	10-31-76
		Ernest A. Connally	Associate Director, Professional Services	-----	-----
		Richard C. Curry	Associate Director, Legislation	-----	05-14-76
		Raymond L. Freeman	Assistant Director, Development	-----	05-14-76
		Joseph Brown	Assistant Director, Resource Management	-----	-----
		Richard Marks	Assistant Director, Visitor Services	-----	08-31-75
		William C. Everhart	Assistant Director, Interpretation	-----	11-30-75
		Jon Faust	Assistant Director, Concessions	-----	11-30-75
		Ernest A. Connally	Associate Director, Archeology & Historic Preservation	05-14-76	-----
		Richard C. Curry	Chief, Office of Legislation	05-14-76	07-05-77
		Lowell V. Sturgill	Chief, Office of Programs & Budget	05-14-76	-----
		Jean C. Henderer	Chief, Office of Cooperative Activities	05-14-76	-----
		Robert Stanton	Assistant Director, Park Operations	05-14-76	-----
		Phillip O. Stewart	Assistant Director, Special Services	05-14-76	-----
07-05-77	05-13-80	William J. Whalen	Director		
		Ira J. Hutchison	Deputy Director	07-05-77	-----
		Jean C. Henderer	Chief, Office of Cooperative Activities	-----	-----
		Ernest A. Connally	Associate Director, Archeology & Historic Preservation	-----	04-03-78 <u>5</u> /
		Lowell V. Sturgill	Chief, Office of Programming & Budget	-----	06-20-78
		Joseph Brown	Assistant Director, Resource Management	-----	10-23-77
		Robert Stanton	Assistant Director, Park Operations	-----	12-31-78

5/ Reflects establishment of HCRS and transfer of function to new bureau.

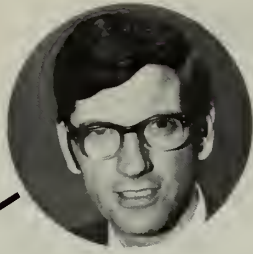
<u>DIRECTORS</u>	<u>TENURE</u>	<u>NAME</u>	<u>TITLE</u>	<u>FROM</u>	<u>TO</u>
		Phillip O. Stewart	Assistant Director, Special Services	-----	01-30-79
		Daniel J. Tobin, Jr.	Associate Director, Management & Operations	09-11-77	-----
		Russell K. Olsen	Associate Director, Administration (Acting)	12-01-77	11-30-78
		Priscilla Baker	Chief, Office of Public Affairs	04-02-78	-----
		David G. Wright	Chief, Office of Planning & Development	07-20-78	-----
		George Gowans	Chief, Office of Management Policy	07-20-78	-----
		Robert M. Linn	Assistant Director, Park Technology	07-20-78	09-30-79
		Albert Green	Assistant Director, Park Science	07-20-78	-----
		F. Ross Holland	Assistant Director, Cultural Resources	07-20-78	-----
		Nancy C. Garret	Associate Director, Administration	11-30-78	-----
		Theodore Sudia	Associate Director, Science & Technology	07-20-78	-----
		Q. Boyd Evison	Assistant Director, Park Operations	02-09-79	-----
		Peter Gove	Assistant Director, Legislation	09-01-79	-----
05-14-80	03-03-85	Russell Dickenson	Director		
		Ira J. Hutchison	Deputy Director	-----	05-15-83
		Daniel J. Tobin	Associate Director, Management & Operations	-----	07-30-80
		Theodore Sudia	Associate Director, Science & Technology	-----	01-20-80
		Nancy C. Garrett	Associate Director, Administration	-----	04-25-82
		Jean C. Henderer	Chief, Office of Cooperative Activities	-----	06-23-81
		David G. Wright	Chief, Office of Planning & Development	-----	02-26-83
		George Gowans	Chief, Office of Management Policy	-----	04-20-80
		Priscilla Baker	Chief, Office of Public Affairs	-----	05-30-81
		F. Ross Holland	Assistant Director, Cultural Resources	-----	01-04-82
		Albert Green	Assistant Director, Park Science	-----	12-12-80

<u>DIRECTORS</u>	<u>TENURE</u>	<u>NAME</u>	<u>TITLE</u>	<u>FROM</u>	<u>TO</u>
		F. Ross Holland	Assistant Director, Cultural Resources	-----	-----
		Q. Boyd Evison	Assistant Director, Park Operations	-----	06-30-81
		Peter Gove	Assistant Director, Legislation	-----	06-30-81
		Richard H. Briceland	Associate Director, Science & Technology	01-20-80	02-26-83
		Stanley T. Albright	Associate Director, Management & Operations	08-01-80	02-26-83
		George Berklacy	Chief, Office of Public Affairs	05-31-81	-----
		Robert Ritsch	Associate Director, Recreation Resources	06-01-81	03-20-83 <u>6/</u>
		Jerry Rogers	Associate Director, Archeology & Historic Preservation	06-01-81	01-04-82 <u>6/</u>
		Dwight Rettie	Chief, Office of Management Policy	06-14-81	01-23-85
		Jerry Rogers	Associate Director, National Register Programs	01-04-82	02-26-83
		F. Ross Holland	Associate Director, Cultural Resources Management	01-04-82	02-26-83
		Mary Lou Grier	Deputy Director	01-04-82	-----
		J. Thomas Ritter	Assistant Director, Park Operations	01-23-82	02-26-83
		Daniel Salisbury	Associate Director, Administration (Acting)	04-26-82	02-26-83
		Stanley T. Albright	Associate Director, Park Operations	02-26-83	-----
		Richard H. Briceland	Associate Director, Natural Resources	02-26-83	-----
		Jerry Rogers	Associate Director, Cultural Resources	02-26-83	-----
		David G. Wright	Associate Director, Planning & Development	02-26-83	-----
		Susan Smith	Chief, Office of Information Management	02-26-83	01-23-85
		F. Ross Holland	Assistant Director, Cultural Resources Management	02-26-83	04-29-83
		Daniel Salisbury	Assistant Director, Financial Systems	02-26-83	-----
		Richard E. Powers	Assistant Director, Personnel & Administrative Services	02-26-83	-----

6/ Reflects disestablishment of HCRS and transfer of function to NPS.

<u>DIRECTORS</u>	<u>TENURE</u>	<u>NAME</u>	<u>TITLE</u>	
		Bennie Keel	Assistant Director, Archeology	02-26-83 -----
		P. Daniel Smith	Assistant Director, Legislation and Congressional Affairs	04-03-83 -----
		Barbara Gilliard-Payne	Assistant Director, Minority Business Enterprise	01-23-85 -----
05/27/85		William Penn Mott, Jr.	Director	
		Mary Lou Grier	Deputy Director	----- 10-05-85
		Stanley T. Albright	Associate Director, Park Operations	-----
		Richard H. Briceland	Associate Director, Natural Resources	-----
		Jerry Rogers	Associate Director, Cultural Resources	-----
		David G. Wright	Associate Director, Planning & Development	-----
		Daniel Salisbury	Assistant Director, Financial & Data Systems	-----
		Richard E. Powers	Assistant Director, Personnel & Administrative Services	-----
		P. Daniel Smith	Assistant Director, Legislation and Congressional Affairs	----- 08-17-85
		George Berklacy	Chief, Office of Public Affairs	-----
		Barbara Gilliard-Payne	Assistant Director, Minority Business Enterprise	-----
		Bennie Keel	Assistant Director, Archeology	-----
		Denis P. Galvin	Deputy Director	----- 10-06-85

THE NATIONAL PARK SERVICE'S NUMBER "TWO" 1917 TO 1985



GALVIN



ALBRIGHT



CAMMERER



DEMARAY



WIRTH



SCOYEN



HARTZOG



STRATTON



BILL



FREEMAN



FLYNN



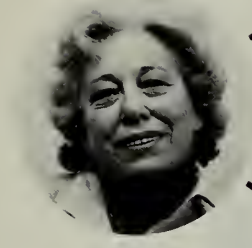
DICKENSON



BRIGGLE



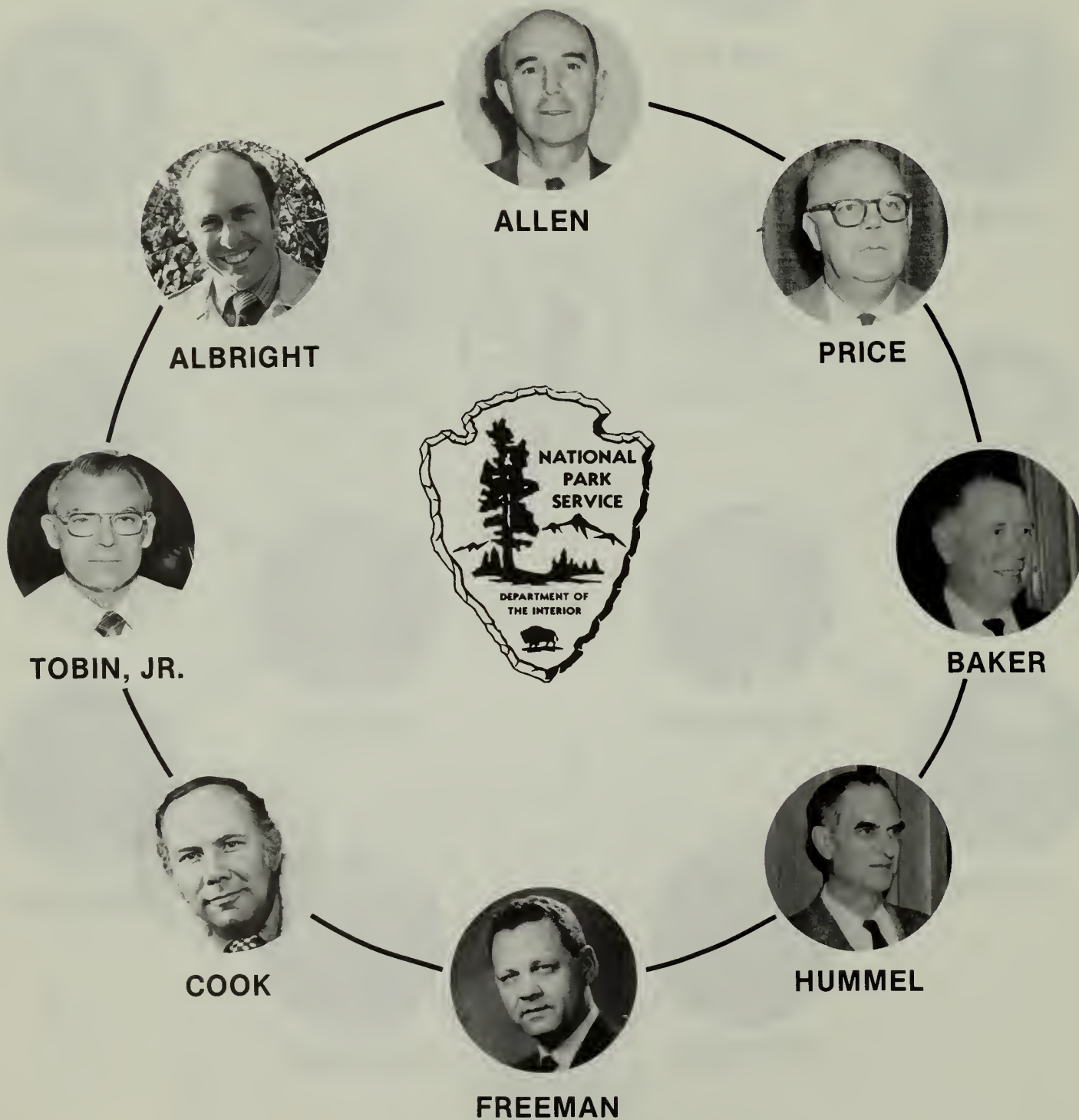
HUTCHISON



GRIER



SENIOR OPERATIONS OFFICERS OF THE NATIONAL PARK SERVICE 1951 TO 1985



EPILOGUE

With this type of publication an epilogue is not called for, nor is it a literary necessity; however, a concluding remark or two does seem appropriate. For those of us who have spent most of our adult lives with the organization it is a living, breathing way of life in which people play an important part. The ebb and flow of the organization is and has been directly related to the Directors and the people in positions of influence. Although what you have seen on the preceeding 134 pages does bear this out, it is only a start toward placing people in perspective to the organization. As the document developed, a number of additional items or points became apparent. A great deal of the documentation available was "after the fact," leading to a conclusion that Directors tried organizations and if they were found to work they were formally established. Organizational recordkeeping over the years has been somewhat lax or disjointed at best, which would lead one to the conclusion that as an organization we have relied on the "old hands" to be the keepers of the institutional or organizational memory. Photographs of people are difficult to come by, and identification of people in group photographs is almost a lost art. Harpers Ferry Center and its Springfield, Virginia, office do an outstanding job in finding pictures. What would help them or any other Service photograph repository is clear definition of time, place, or person(s) identification of every item sent to them.

This work should be viewed as a start, not a finished product. Hopefully, readers can add names, thoughts and photographs that will add to what is already here. If anyone can add to the material, I am sure future historians would be pleased.

Russ Olsen

PHOTO CAPTIONS (pages 80 & 82)

Regional Directors Conference, October 31, 1961, in Shenandoah National Park. Standing L to R: H. Baker, Regional Director, Region II; L. Merriam, Regional Director, Region IV; J. E. Price, Assistant Director; T. J. Allen, Regional Director, Region III; Sanford Hill, Chief, Western Office of Design & Construction; H. G. Smith, Chief, Branch of Programs; W. G. Carnes, Chief, Mission 66 Staff; Mrs. Belva I. Brandon, Personal Assistant to the Director; W. S. Bahlman, Chief, Branch of Property & Records Management; H. A. Tolson, Assistant Director; Philip F. King, Assistant to the Director; R. F. Lee, Regional Director, Region V; E. T. Scoyen, Associate Director; E. Cox, Regional Director, Region I; C. L. Wirth, Director; D. B. Beard, Assistant Director; Lawrence F. Cook, Chief, Division of Ranger Activities; A. C. Stratton, Assistant Director; William Haussmann, Chief, National Capital Office of Design & Construction; Robert Hall, Chief, Eastern Office of Design & Construction; Sutton Jett, Regional Director, Region VI. Ben Thompson, Assistant Director, was not present when picture was taken.

The staff prior to July 1963, six months before Director Wirth's tenure as Director ended. Seated at table L to R: E. Cox, Regional Director, Region I, Howard Stricklin, Chairman, Long Range Requirements Task Force; R. Lee, Regional Director, Region V; H. A. Tolson, Assistant Director, Administration; A. C. Stratton, Assistant Director, Design & Construction; Director Wirth; G. B. Hartzog, Associate Director; T. J. Allen, Regional Director, Region III; L. C. Merriam, Regional Director, Region IV; Sanford (Red) Hill, Chief, Western Office of Design & Construction; H. W. Baker, Regional Director, Region II. Rear standing and seated L to R: W. Bahlman, Chief, Management Analysis; D. B. Beard, Assistant Director, Public Affairs; B. Thompson, Assistant Director, Resource Planning; _____; R. Coates, Chief, Public Policy Analysis; R. Hall, Chief, Eastern Office of Design & Construction; J. E. Price, Assistant Director, Conservation, Interpretation & Use; Harthon L. (Spud) Bill; Glen Hendrix, Myron Sutton, G. Palmer, B. Everhart, all of the Long Range Requirements Task Force; T. Sutton Jett, Regional Director, Region VI; F. Kowski, Supervisor, Albright Training Center; Russell Grater, Supervisor, Mather Training Center; Robert Sharp, Long Range Requirements Task Force; C. P. Montgomery, Chief, Budget & Finance; Bob Andrews, National Capital Office of Design & Construction.

The staff on January 21, 1964, as George Hartzog began his tenure as Director. Seated L to R: _____; A. C. Stratton, Associate Director; Director Hartzog; T. Allen; L. F. Cook, Chief, Ranger Services. Standing second row L to R: T. Swem; W. Bahlman, Chief, Management Analysis; Robert Andrews, National Capital Office of Design & Construction; B. Thompson, Assistant Director, Resource Planning; Harold G. Smith, Chief, Office of Program Coordination; Sanford (Red) Hill, Western Office of Design & Construction; F. Harrison, Chief, Office of Legislation; E. Cox, Regional Director, Region I; D. B. Beard, Regional Director, Region III; R. F. Lee, Regional Director, Region V; C. P. Montgomery, Assistant Director, Administration. Standing rear L to R: J. E. Price, Assistant Director, Conservation, Interpretation & Use; Lemuel A. (Lon) Garrison; T. Sutton Jett, Regional Director, Region VI; E. A. Hummel, Regional Director, Region IV; R. F. Lovegren; Johannes E. N. Jensen, Assistant Director, Design & Construction; R. G. Hall, Chief, Eastern Office of Design & Construction; H. W. Baker, Regional Director, Region II.

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